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# THE ARMY INSPECTOR GENERAL



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**Preface**

*Maintaining the Army's role as a strategic force requires the full integration of the active Army, Army National Guard and The Army Reserve. When needed, the Guard and Reserve provide highly trained units and individual soldiers to support combat operations and military operations other than war. It is crucial that the Army have ready access to those units and individuals when the nation calls.*

*Honorable Togo D. West  
Secretary of the Army  
1995*

This student text is designed to provide all prospective Inspectors General -- Active Component (AC) and Reserve Component (RC) soldiers, members of other Armed Services, and Department of the Army Civilians (DAC) -- with a fundamental understanding of the day-to-day operations of the Army RC. Written from an Army National Guard (ARNG) and United States Army Reserve (USAR) perspective, this student text targets the many AC soldiers who, due to limited experience with or exposure to the ARNG or USAR, have little idea of how the RC operates. Although most Army professional-development courses provide basic RC familiarization classes, few actually prepare the AC soldier with the skills necessary for duty with the ARNG or USAR.

The root cause for this lack of AC familiarity with the RC is ineffective communication and a lack of understanding between members of the three components of the Total Force, or America's Army. This communication gap stems not only from a lack of AC experience with the RC duty but, from more fundamentally, a lack of standardization of military language between the AC, ARNG, and USAR. Differences in terminology, military jargon, and, most notably, the innumerable differences in abbreviations and acronyms, make it difficult for the different components to converse effectively. While RC abbreviations and acronyms may be incomprehensible to the average AC soldier in many instances, the issue is further confused and complicated in that the USAR and ARNG often have different expressions, terms, and abbreviations for the same topic. In other words, the two components of the RC do not always speak the same language!

This student text addresses the organizational structure of the RC; the differences in military terminology; and a selection of systems, programs, and readiness issues that make the RC unique. Throughout this publication, the abbreviation RC refers collectively to the ARNG and USAR. When addressing something uniquely Army National Guard, the abbreviation ARNG is used; USAR refers to things exclusively for the United States Army Reserve.

## CHAPTER 1

### **Legal Basis and Command Lines for the Reserve Components**

The Army consists of the Regular Army, the Army National Guard of the United States, The Army National Guard while in the service of the United States, and the Army Reserve; and all persons appointed or enlisted in or conscripted into, the Army without component.

Section 3062, Title 10 US Code

#### **1-1. Legal Basis for the Reserve Component:**

The authority and legal basis for the Army RC is found in the U.S. Constitution and in U.S. law:

**1-2. Article 1, Section 8, U.S. Constitution:** The "Militia Clause" of the Constitution authorizes the existence of the state militia (later known as the National Guard). Simply stated, it gives Congress the right to organize, arm, and discipline the militia while allowing the States certain management prerogatives, including the appointment of officers and the authority to train. Other articles and sections of the Constitution discuss the AC and other aspects of the Armed Forces.

**1-3. Title 10, U.S. Code (10USC):** 10 USC contains the general and permanent laws governing all the Armed Forces. Various sections of Title 10 establish and govern the RC. The role of the RC as stated in Section 10102, Title 10, is "to provide trained units and qualified persons available for active duty in the armed forces in time of war or, national emergency, and at such other times as the national security may require."

**1-4. Title 32, U.S. Code (32USC):** 32 USC contains the specific laws and policies for the organization, funding and employment of the ARNG. It states that Army National Guard units shall be ordered to federal active duty and retained as long as necessary whenever Congress determines they are needed.

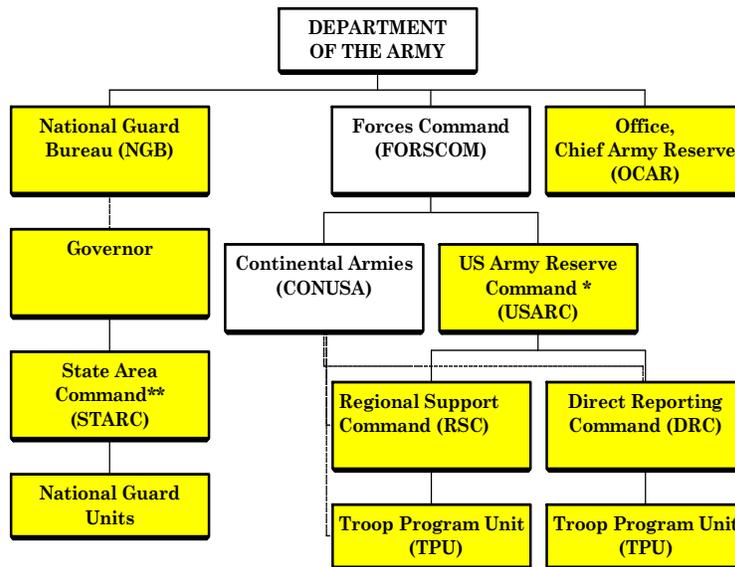
Specifically, the general policy in 32 USC (Section 102) states: " In accordance with the traditional military policy of the United States, it is essential that the strength and organization of the Army National Guard and Air National Guard as an integral part of the first line of defenses of the United States be maintained and assured at all times. Whenever Congress determines that more units and organizations are needed for the national security than are in the regular components of the ground and air forces, the Army National Guard, of the United States and the Air National Guard of the United States, or such part of them as are needed, together with such units of other reserve components as are necessary for a balanced force, shall be ordered to active Federal duty and retained as long as so needed."

**1-5. Army Components:**

a. As the extract from the U.S. Code above explains, the United States Army consists of three primary components and MULTICOMPO units:

- (1) COMPO 1 is the (Active Army, Regular Army, and reservists on active duty).
- (2) COMPO 2 refers to the Army National Guard (ARNG).
- (3) COMPO 3 denotes the United States Army Reserve.
- (4) MULTI COMPO denotes a combination of any two (2) or all the above. The flag may be designated with any one of the components.

b. Over 54 percent of the Army's force structure (i.e. units, agencies, and other organizations) exists in COMPOs 2 and 3 - the Reserve Components. Moreover, when including the Individual Ready Reserve, over 60 percent of the Army's personnel strength is in the ARNG and USAR. These statistics dramatically illustrate the importance of the ARNG and USAR to the Total Force and to national security.



**RESERVE COMPONENT COMMAND STRUCTURE**

**Figure 1-1**

Note: Garrison Support Units (GSU) and USAR installations are also directly subordinate to USARC. Other types of area command include: Territory Area Command (TERARC) or District Area Command (DARC).

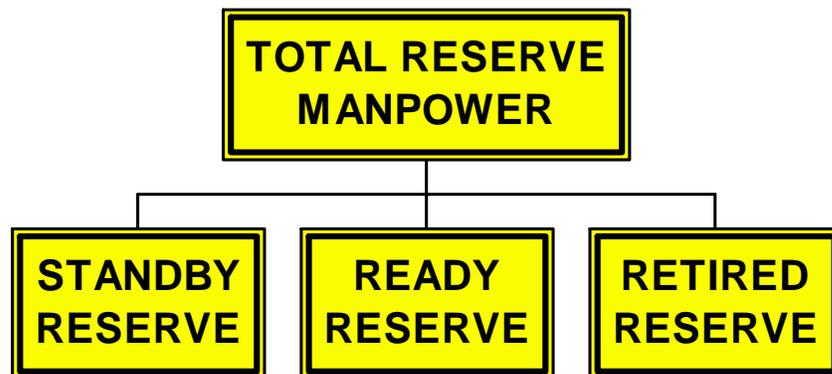
**1-6. Command Lines:** Command lines for the RC can appear complicated and confusing. The organizational diagram shown above (1-1) illustrates the overall RC command structure as it relates to the AC. In many cases, there are two separate chains of command for RC troop units -- one for peacetime and the other for wartime. Federalization of ARNG units, for example, changes the duty status of affected guard personnel from RC to AC and responsibility of applicable ARNG equipment (accountability, maintenance, etc.) and other property from State to federal control. During wartime, the majority of USAR units loses their peacetime RC chains of command and become subordinate to -- or under the Command and Control (C2) of -- previously designated war-fighting theater Combatant Commanders. The complexity of this system underscores the necessity of consulting and reviewing appropriate U.S. Codes provisions, Department of Defense (DoD) and Department of the Army (DA) policies and regulations as well as other doctrinal publications when addressing issues of RC Command relationships and the particular duty status of ARNG and USAR personnel and units.

**CHAPTER 2****Categories of the Reserve Components**

*The Army of today is advancing Active and Reserve Component integration in ways that have produced a fundamental and qualitative change in the character of our force structure. The Army has fully integrated the RC and is fundamentally dependent upon reserve forces in the earliest deploying power projection forces.*

*General Gordon R. Sullivan  
Army Chief of Staff, 1992*

**2-1. Categories:** Individual participation in the Reserve Components is achieved through a variety of methods. Soldiers have the option to affiliate themselves, depending on their particular military qualifications, and contractual obligations, with any of the different reserve categories. The illustration below (Figure 2-1) shows the three major categories of the Nation's total reserve manpower: Standby Reserve, Ready Reserve, and Retired Reserve.



**Reserve Categories**

**Figure 2-1**

**2-2. Retired Reserve:**

a. The Retired Reserve is comprised of all RC officers and enlisted soldiers who receive retirement pay or who are eligible to receive retirement pay upon reaching age 60 ("Gray Area" retirees). Active Component retirees are included in the Retired Reserve. All retirees are subject to involuntary recall to active duty.

b. Retirees represent a resource of trained individuals who may be used to augment support and training facilities, to relieve Active Component or Ready Reserve members for other duties, or to accomplish operational missions as needed during a period of national emergency.

**2-3. Standby Reserve:**

a. The Standby Reserve consists of trained and Military Occupation Specialty Qualified (MOSQ) personnel who maintain their military affiliation without being in the Ready or Retired Reserve. They typically have been designated as key civilian employees or have a temporary hardship or disability. Examples of Standby Reservists are Members of Congress, judges, and DACs who hold positions at mobilization stations and who are considered essential to national security. These individuals are not required to perform training and are not members of RC units. They represent a pool of trained individuals who have completed their statutory obligation and who choose to remain affiliated with the Army.

b. In time of war or national emergency declared by Congress or when otherwise authorized by law, the Standby Reserve may be involuntarily mobilized for the duration and for six months afterwards.



Ready Reserve  
Figure 2-2

**2-4. Ready Reserve:** The Ready Reserve consists of units of both the USAR and ARNG and individuals subject to order to active duty to augment the active forces in time of war or national emergency. One million Ready Reserve members can be involuntarily mobilized during a Partial Mobilization for up to 24 months when a National Emergency is declared by the President or Congress IAW 10 USC, Section 12302. The three sub-categories of the Ready Reserve are Individual Ready Reserve, Inactive National Guard, and the Selected Reserve.

**2-5. Individual Ready Reserve (IRR):** The IRR is the principal source of trained individuals for military manpower shortages in the active and reserve components in the event of a major or protracted operational contingency. IRR members bring both active and reserve units to wartime strength, replace unskilled personnel in critical positions, and provide an initial source of replacements. The increase in the military service

obligation from six to eight years, enacted in 1984, contributed to the significant increases in IRR strength during subsequent years.

a. The IRR is comprised principally of MOSQ or partially qualified individuals who have previously served in the AC or in the selected reserve. Most IRR have some portion of their Military Service Obligation (MSO) remaining. Others are in the IRR voluntarily due to personal hardship or short-term disability. Special non-pay programs provide IRR members a variety of professional assignments and opportunities for earning retirement points and benefits. Members of the IRR are in an active military status. IRR categories include:

(1) Control Group (Annual Training): Personnel with some type of training requirement remaining on their initial obligation and less than 36 months of active duty.

(2) Control Group (IMA): Non-unit soldiers who are assigned to authorized augmentation positions documented on Active Army organization Tables of Distribution and Allowances (TDAs). These soldiers are considered available for mobilization or national emergency and are required to perform at least 12 days of AT per year.

(3) Control Group (Reinforcement): Personnel who may or may not have completed their initial service obligation.

(4) Control Group (Officer Active Duty Obligator): These Officers completed ROTC commitment and are deferred from active duty.

(5) Control Group (Dual Component): Personnel who are Regular Army of the U.S. enlisted soldiers or warrant officers who hold Army Reserve commissions or warrants.

(6) Control Group (Reserve Officer Training Corps (ROTC)): These are College students enlisted in the USAR and enrolled in a Senior ROTC advanced course or scholarship program.

(7) Control Group (Delayed Entry Program (DEP)): Enlisted personnel who are awaiting active duty. These individuals cannot participate in reserve training.

(8) Control Group (Active Guard and Reserve (AGR)): Officer and enlisted personnel assigned to the Active Guard and Reserve Program (AGR).

**2-6. Inactive National Guard (ING):** The ING consists of members of the ARNG in an inactive status. Although attached to a specific unit for administrative purposes, they are not part of the Selected Reserve and do not participate in unit activities. To remain in ING status, members must muster once a year with their assigned unit in their states.

They are available for involuntary active duty with the declaration of partial mobilization or a higher level of mobilization. Whereas IRR soldiers are ordered to active duty as individuals, ING soldiers are ordered to active duty as members of the ARNG units to which they are attached. ING members cannot train for points or pay and are not eligible for promotion. Their personnel and pay records are maintained in their state.

**2-7. Selected Reserve:** The Selected Reserve is composed of units and individuals designated by the Army and approved by the Chairman, Joint Chiefs of Staff (CJCS), as essential to wartime missions. They have priority for training, equipment, and personnel over other Reserve elements.

a. The Selected Reserve consists of soldiers assigned to National Guard units and USAR Troop Program Units (TPU), or who are classified as Trained Individuals or Individual Mobilization Augmentees (IMA).

b. Selected Reserve members are paid for their military service through Inactive Duty Training (IDT) and various forms of Active Duty (AD), e.g., Active Duty for Training (ADT) and Active Duty for Special Work (ADSW). Unit members are assigned to Modified Table of Organization and Equipment (MTOE) or Table of Distribution and Allowances (TDA) organizations and normally perform, as a minimum, 48 inactive duty-training assemblies and 14 days annual training per year.

c. Two hundred thousand Selected Reserve members can be involuntarily mobilized by the President, without a National Emergency, under the Presidential Selected Reserve Call-Up (PSRC) for up to 270 days IAW 10 USC, Section 12304. As previously mentioned, the Selected Reserve consists of the following units and individuals in the next paragraphs.

#### **2-8. USAR Troop Program Units (TPU) and ARNG Units:**

a. Reserve Component troop units make up the majority of the Selected Reserve. When the average citizen speaks of the RC, that person is normally referring to members of RC troop units. RC troop units are those Citizen Soldiers who earn pay and retirement points for training and preparing to accomplish their assigned mission.

b. These ARNG and USAR units are organized under MTOE or TDA, resourced according to the unit's relative go-to-war priority, and are located in all 50 states, and territories, to include Guam, the Virgin Islands, Puerto Rico, and Washington, DC. USAR TPUs are also located outside the Continental United States.

**2-9. Drilling Reservist and Mobilization-Day Guardsmen:** RC soldiers serving in the Selected Reserve are trained and fully MOS-qualified unit members who participate in unit training activities on a part-time basis and receive pay and retirement-point credit for their membership and participation. Common expressions used to describe this status are as follows:

a. ARNG: "Mobilization-Day Soldier," "M-Day soldier," "Traditional Guardsman."

b. USAR: "Drilling Reservist" or "TPU Member."

**2-10. Active Guard Reserve (AGR):** AGR personnel are members of the Selected Reserve who are placed on active duty for the purpose of organizing, administering, recruiting, instructing, or training the RC. These individuals occupy full-time positions and receive the same entitlements as AC soldiers, including retirement, active-duty identification cards, etc. They are chartered to provide direct support to the readiness and war-fighting capabilities of the RC.

a. There are three AGR programs: two in the ARNG and the other in the USAR. The majority of the AGRs in ARNG are U.S. Code Title 32 AGR members. The ARNG also has a small U.S. Code, Title 10 program. The USAR has a U.S. Code, Title 10 program.

b. U.S. Code, Title 32 AGR: ARNG soldiers on full-time status for a particular state. They are managed by that state, work for the Governor, and perform duties only in positions within their state. They come under the provisions of State Code of Military Justice (SCMJ). They must revert to M-Day Guardsman status in order to be mobilized. They cannot deploy in AGR status.

c. U.S. Code, Title 10 AGR (ARNG): ARNG AGRs serve the Army National Guard of the United States (ARNGUS). They are normally assigned outside their home state, i.e. NGB, FORSCOM, and EUCOM. ARNG AGR, Title 10, personnel are managed by the NGB but rely on their state for some administrative support.

d. U.S. Code, Title 10 AGR (USAR): USAR AGRs are assigned throughout the Army serving both RC and AC organizations. USAR AGR personnel are managed by the Full-Time Support Management Directorate (FTSMD) at Army Reserve Personnel Command (AR-PERSCOM).

**2-11. Military Technicians (MILTECH):** MILTECHs are federal civilian employees who provide full-time support for administration, training, and maintenance to the RC unit. Those who are dual status must, by either statute or Defense guidance, maintain their status as drilling reservists in the same unit or one they are employed to support. Technicians who are employed in support activities (Army Reserve) need only be members of the Selected Reserve. There are two types of Department of the Army Civilian (DAC) that support the RC. Their statuses are Competitive and Excepted:

a. Competitive Service Status: Competitive status refers to those Federal civilians positions requiring employment competition under the Office of Personnel Management (OPM). USAR MILTECH DACs fall into this category.

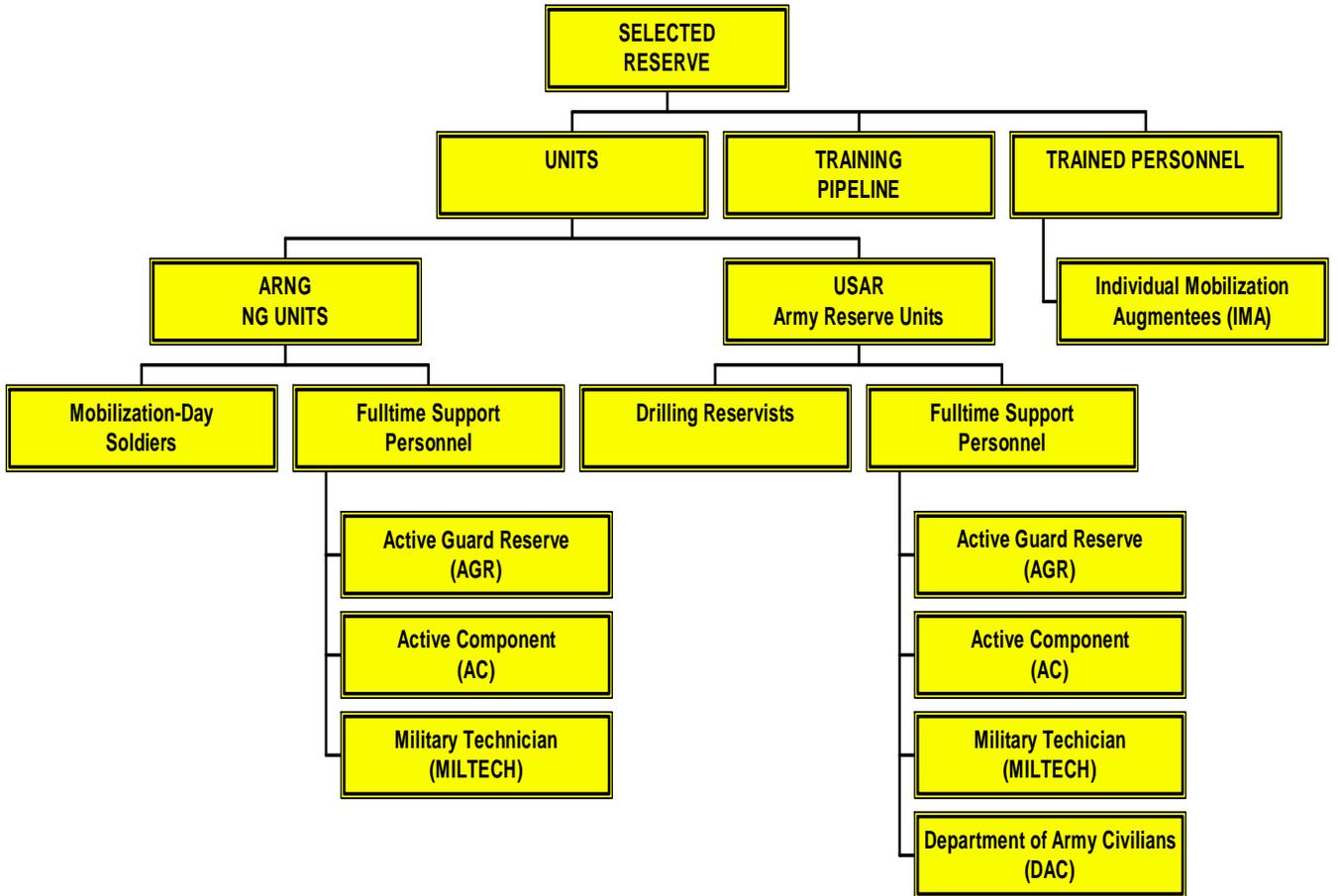
b. Excepted Service Status: Excepted status, in this instance, pertains to the exception from hiring from OPM registers due to required military membership. It is applicable only to MILTECHs in the ARNG.

**2-12. Active Component:** Approximately 2,000 AC soldiers are assigned to Army Reserve and ARNG units throughout the RC force structure. They actually fill MTOE or TDA positions within their units and provide their units valued expertise in personnel management, unit administration, training and mobilization planning, and logistical support. AC soldiers are an integral component of RC unit Full-Time Support (FTS) models. They are not counted toward the end-strength of the Selected Reserve but do deploy with their RC unit upon mobilization.

**2-13. Training Pipeline:** Soldiers who have enlisted for the Selected Reserve and who are attending Initial Active Duty Training (IADT), or cadets in the ROTC and who participate in the Simultaneous Membership Program (SMP), are part of the Training Pipeline. While they count toward the end strength of the Selected Reserve, they cannot mobilize with their units until they complete their respective training or wish to change their status.

**2-14. Individual Mobilization Augmentees:** IMAs are fully qualified and MOSQ senior ranking officers and NCOs who are not assigned or attached to an organized reserve unit but are assigned to active-component organizations. They typically hold positions in high-level Army staff organizations such as a Major Army Command or other federal agency where they participate, as a minimum, in 14 days of Annual Training per year. IMAs can be involuntarily called up.

**2-15. Reinforcement Training Units (RTUs):** USAR RTUs are organized to train nonunit USAR soldiers. Personnel attached to these units take part in volunteer no pay training. They will receive retirement point credit only.



Selected Reserve  
Figure 2-3

### CHAPTER 3

#### **The Army National Guard**

*The success of the Guard and Reserve participation in DESERT SHIELD cannot be overemphasized. Their participation has been a significant factor in affording us flexibility and balance, and reinforces the policies and decisions made over the last 10 years to strengthen the Total Force Concept.*

*General Colin Powell  
Chairman, Joints Chiefs of Staff*

**3-1. Early National Guard History:** Early colonists brought with them deep-rooted English military traditions. The first "American" militia was organized in Virginia in 1607. Massachusetts organized the first officially recognized militia in 1636. Descendants of these organizations are still in the ARNG force structure and are recognized as the oldest military organizations in America.

a. The Militia Act of 1792 organized the militia into companies, regiments, and brigades. Later, our Founding Fathers formalized the tradition of the standing militia in Article 1, Section 8, of the Constitution, the Militia Clause.

b. Because of the National Defense Act of 1916 (NDA-1916), the federal role of the militia was expanded and established the National Guard as part of the Army of the United States when ordered to federal service. The Act provided increased federal assistance and, when units reached established Army standards of strength, equipment and skill, they were federally recognized and eligible for further federal support.

c. Following World War II, a dual status and mission for the National Guard were federally recognized. The National Guard of the U.S. (NGUS) was organized and incorporated into the Army of the United States (AUS). Upon mobilization, federalized ARNG personnel and units become part of the NGUS. In the State role, Guard units worked solely for the Governor to provide disaster relief and maintain public peace and order during local emergencies.

d. The term National Guard was first used in America by a New York militia unit in 1824. The name originated during a visit to a New York militia unit in 1824. The honor guard chosen to escort the French heroes voted to rename themselves the "Battalion of National Guards" in honor of Lafayette's command the "Paris Garde Nationale." With NDA-1916, the term National Guard became the official name.

**3-2. Command and Control of the Army National Guard:**

a. Today's ARNG is federally funded, subject to mobilization and ordered to active duty, and required to maintain DA standards. Under the provisions of Federal law, U.S. Code, Title 32 (32USC), the Federal Government supervises military instruction, and furnishes field training facilities, pay, uniforms, equipment, and a portion of the expense for the construction of ARNG armories.

b. Command and control (C2) of ARNG personnel and units, when not in active federal service, are vested in Governors of the 50 States, the District of Columbia, the commonwealth of Puerto Rico, and the territories of Guam and the Virgin Islands. These Governors exercise day-to-day C2 through The Adjutants General, their senior military officer. As an exception, C2 of ARNG units in Washington, DC, remains with the President.

### **3-3. The National Guard Bureau:**

a. The National Guard Bureau (NGB) is both a staff agency and Field Operating Agency (FOA). It does not command the National Guard. As a staff agency, NGB participates with Army and Air Force staffs in the development and coordination of programs and policies pertaining to or affecting the National Guard. It is the channel of communications between DA, Department of the Air Force, and the states on all matters pertaining to the National Guard.

b. As a FOA, the NGB formulates and administers programs for the training, development, and maintenance of the Army and Air National Guard. It regulates personnel end-strengths, National Guard force structure, and has the authority to develop and publish regulations. Law requires 60 percent of the commissioned officers assigned to the NGB to be AC Army or Air Force. Headquarters, NGB, is located at Suite 11600, 1311 Jefferson Davis Highway, Arlington, VA 22202-3231.

**3-4. Chief, National Guard Bureau:** The Chief, National Guard Bureau (CNGB), is the principal advisor to the Army and Air Force Chiefs of Staff, as well as to the respective Service Secretaries, on all National Guard matters. CNGB is responsible for matters pertaining to the development of program budget, equipment, training, readiness, maintenance, security, and mobilization of the National Guard. He is the appropriations director, by law, for six federal appropriations (three for the Army National Guard and three for the Air National Guard): pay and allowance, operations, and maintenance and construction.

a. CNGB holds the rank of Lieutenant General and can be either an Army or an Air Force officer. The CNGB does not command National Guard units; however, he does have considerable influence over the states due to his control of all federal funds, equipment, and property as programmed for state National Guard organizations.

b. Appointed for a four-year term by the President and confirmed by the Senate, the CNGB's position is considered equivalent to that of a Major Army Command (MACOM) commander. His office is in the Pentagon with the National Guard Bureau Headquarters.

### **3-5. Director, Army National Guard:**

a. CNGB delegates administration of the bureau through the Vice Chief, NGB (a major general of the opposite service of the CNGB) to the Directors of the Army National Guard (DARNG) and Air National Guard (DANG). Both directors serve in the grade of Lieutenant General.

b. The DARNG participates with the DA staff IG in the development of programs, policies, and concepts and plans pertaining to the ARNG. He also develops and administers the detailed programs required for operations of the ARNG. He assists the states in organizing, maintaining, and operating trained ARNG units capable of performing wartime or contingency missions. The Directorate of the Army National Guard is located in the Army National Guard Readiness Center (ARNGRC) in Arlington, Virginia. The DARNG has an office in both the Pentagon and in Arlington Virginia.

**3-6. United States Property and Fiscal Officer:** The United States Property and Fiscal Officer (USPFO) is an Army or Air National Guard commissioned officer on Title 10, U.S. Code AGR status. He or she is assigned to the National Guard Bureau and detailed for duty in one of the 50 states, the District of Columbia, Guam, Puerto Rico, or the Virgin Islands, where he or she serves as an agent of the CNGB.

a. The USPFO is accountable and responsible for federal resources in the possession of the National Guard of his or her respective state. This responsibility includes management and oversight of all federal funds and contracting accounts. Additionally, the USPFO receives and accounts for all property of the United States in possession of the National Guard of that state.

b. USPFO are ordered to active duty and serve in their current Army or Air National Guard of the United States (ARNGUS) grade of lieutenant colonel or colonel. They are rated by the State Adjutant General and senior-rated by the CNGB. They may not be appointed to a state position, or assigned any state Guard duties.

c. The USPFO is generally the only Title 10 USC AGR officer in the state. The other two Title 10 officers in the state are the Senior Army Advisor to the Guard (SRAAG) and the State Inspector General, both of whom are Active Component. Army USPFO personnel records and all related personnel actions are managed by the NGB. Air Guard USPFO records are maintained by the nearest active Air Force base personnel office.

**3-7. State Command and Control of ARNG Units:** Army National Guard units are located in all 50 States, the District of Columbia, Guam, Puerto Rico, and the Virgin Islands. Presently, the ARNG has more than 4,000 units located in over 2,500 communities throughout the Nation. Command of the ARNG, when not in active federal service, is vested with the governors. Governors exercise command and day-to-day military control of ARNG units through The Adjutants General.

**3-8. The Adjutant General:**

a. The Adjutant General (TAG) is a state official whose authority is recognized in federal law and is normally appointed by the federal law and by the Governor. The state or commonwealth Governor appoints most TAGs; the only exceptions are in South Carolina, where the voters elect their TAG, and in Vermont, where the State Legislature elects theirs. As another exception, the senior National Guard officer in Washington, DC, is not The Adjutant General, but is referred to as Commanding General. The President appoints this officer.

b. TAGs can be either Army or Air Guard officers and usually serve in the capacity of senior full-time state employees when not performing their military duties. Even though they are paid as state employees, their general officer rank, usually Major General, must ultimately be federally recognized if they are to represent themselves in that grade when traveling out of their respective states.

**3-9. Area Commands:**

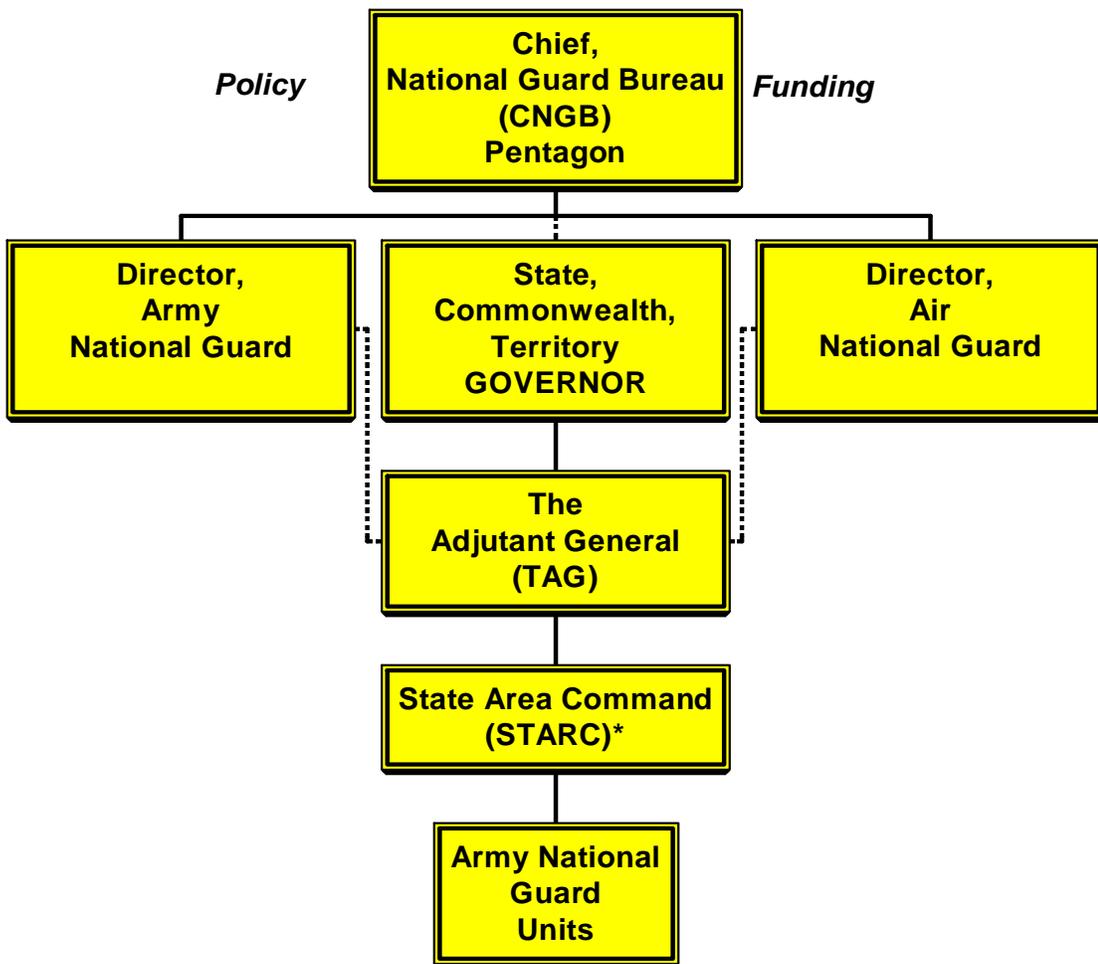
a. TAGs command ARNG units through TDA staff organizations known as Area Commands. All 50 States and the Commonwealth of Puerto Rico have State Area Commands (STARC). Guam and the Virgin Islands have Territorial Area Commands (TARC) and Washington, DC, has a District Area Command (DARC). Areas Commands provide the management and oversight necessary for all day-to-day activities of ARNG units within the State or territory.

b. In addition to maintaining peacetime C2 of all NG units within their area, STARCs are instrumental to the success of the entire mobilization process. Most importantly, during full mobilization they assume C2 of ARNG units before the units' arrival at their assigned mobilization stations. A Colonel or Brigadier General who reports directly to the TAG normally commands STARCs.

**3-10. ARNG Federal Mission:** The ARNG's primary mission is federal. Not unlike the mission of other Army components, the ARNG's mission is to provide fully qualified personnel and properly trained and equipped units capable of immediate participation in combat through timely mobilization in accordance with war plans. When ARNG units are "Federalized" and undertake the mobilization process, they initially come under the C2 of FORSCOM. Upon departure from their respective Ports of Embarkation (POE),

C2 is handed off to the unit's war fighting theater Combatant Commander. When federalized, TAGs and STARC staffs normally fall out of the chain of command and remain behind in the state to oversee non-federalized units or to perform duties assigned by CG, FORSCOM.

**3-11. ARNG State Mission:** The ARNG's second mission is the state mission. This mission requires the ARNG to provide organized units equipped and trained to function effectively in the protection of life and property and the preservation of peace, order, and public safety under the orders of federal or State authorities. The State retains command of any unit not in federal service. Without doubt, this mission is of utmost importance to the citizens of the State; its secondary status does not detract from its importance.



Washington, DC has a District Area Command (DARC).  
 Guam and the Virgin Islands have Territory Area Commands (TARC)

## CHAPTER 4

### The United States Army Reserve

*We can no longer consider Reserve forces as merely forces in reserve... Instead; they have to be an integral part of the Total Force, both within the United States and within NATO. They have to be, and in fact are, a blending of the professionalism of the full-time soldier with the professionalism of the Citizen Soldier. Only in that way can we achieve the military strength that is necessary to defend our freedom.*

*Unites States General Accounting Office 1989*

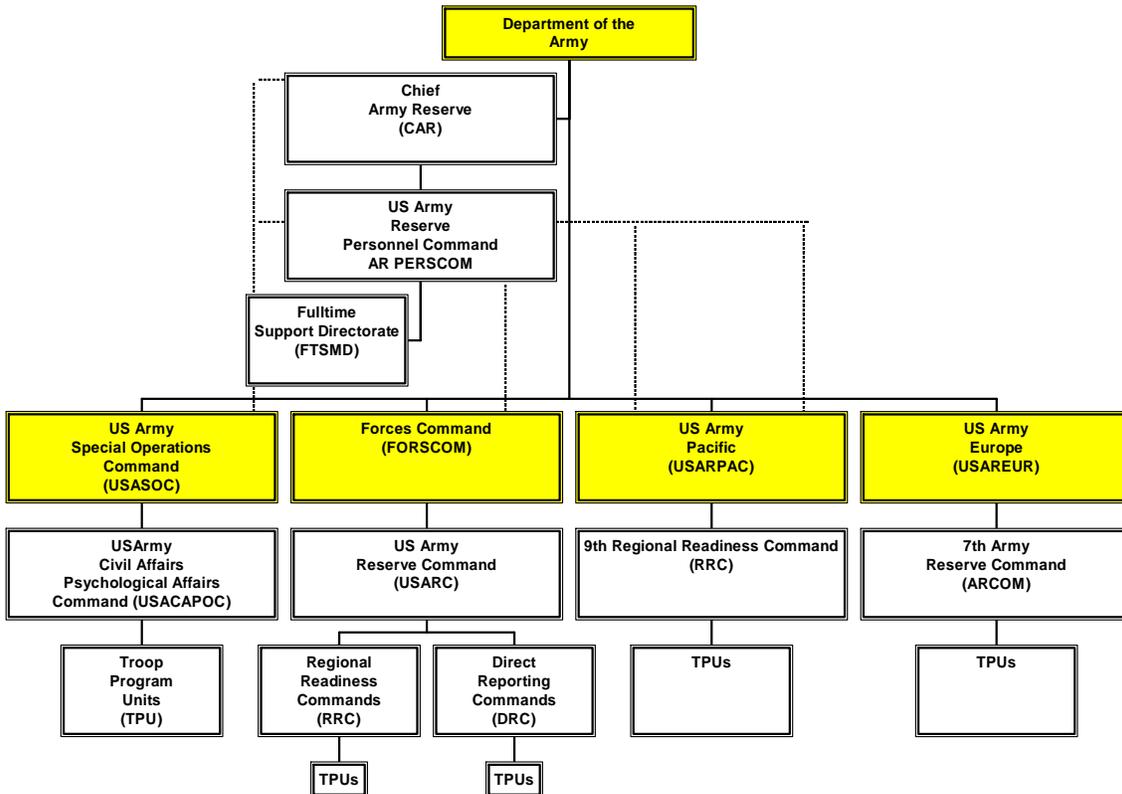
**4-1. History of The U.S. Army Reserve:** The concept for a broad-based Federal Reserve force had its beginning with the establishment of the Army Medical Reserve Corps in 1908. The National Defense Act of 1920 established the Organized Reserve Corps (ORC), which included the Army Medical Reserve Corps, the enlisted Army Reserve, the officer Reserve Corps, the enlisted Army Reserve, the Officer Reserve Corps, and the Reserve Officers' Training Corps. One ROTC division served in World War I. Twenty-Six ORC Divisions served in World War II, and many reserve units were mobilized and deployed during the Korean War. These early reserve units were the immediate predecessors of today's USAR.

**4-2. Federal Status:** The USAR is a federal force and directly subordinate to AC Major Command. Headquarters, Forces Command (FORSCOM), is the Army's Continental United States (CONUS) executive agent for all RC readiness and, through the United States Army Reserve Command (USARC), exercises C2 over the majority of USAR units. In October 1991, USARC was established in Atlanta, Georgia, as a Major Subordinate Command (MSC) of FORSCOM with the mission of providing direct command and control for all CONUS-based USAR units except for those Civil Affairs and Psychological Operations units of the U.S. Army Civil Affairs and Psychological Operations Command (USACAPOC) that fall under the United State Special Operations Command (USASOC) at Fort Bragg, North Carolina. The USARC also does not have C2 of the 7th ARCOM in Europe or the 9th Regional Readiness Command in Hawaii.

**4-3. Chief, Army Reserve:**

a. The President appoints the Chief of Army Reserve (CAR) in the grade of Lieutenant General for a four-year term with the advice and consent of the United States Senate. As the senior ranking officer in the USAR, the CAR has considerable staff responsibilities. However, in effect, he wears two hats. As CAR, he serves in the Pentagon on the Army Staff (ARSTAFF) and he advises the Chief of Staff of the Army (CSA), develops policy for the USAR, and provides fiscal oversight to federal funds designated for the USAR. His staff in the Pentagon is known as the Office of the Chief, Army Reserve (OCAR).

b. The other position that the senior reserve officer holds is Commanding General, USARC, where the CAR exercises command and control over Regional Readiness Commands (RRCs), Direct Reporting Commands (DRCs), Direct Reporting Units, and USAR installations. This office is located at Fort McPherson in Atlanta, Georgia.



COMMAND AND CONTROL USAR

Figure 4-1

**4-4. Regional Readiness Commands:**

a. CONUS (including Puerto Rico) is partitioned geographically into 11 Regional Readiness Commands (RRC). These two-star commands (excluding 65th RRC in Puerto Rico, which is a one-star command) provide peacetime C2 to those CONUS USAR units subordinate to USARC. The RRCs are aligned along the boundaries of the 10 Standard Federal Regions (SFRs) used by the Federal Emergency Management Agency (FEMA). RRCs assist units and individuals in mobilization, deployment, and redeployment.

b. Three RRCs with the largest geographic and demographic spans of control have subordinate Regional Readiness Groups (RRGs) to support them with administrative, logistical, and general-support services. Officers in the grade of Brigadier General command each of the three RRGs.

#### **4-5. Direct Reporting Commands:**

a. There are two types of Direct Reporting Commands (DRC); both report directly to USARC. One type, the Functional command, or Go-to-War Commands, have specific mobilization missions and may mobilize and deploy in support of war fighting Combatant Commanders as entire commands. (Examples are the 143rd Transportation Command in Orlando, Florida, and the 335th Theater Signal Command in East Point, Georgia.

b. The other type of DRC is the Division (Institutional Training), DIV (IT) or Training Support Division (TSD). The DIV (IT) mission is to provide institutional training to USAR, ARNG, and AC soldiers and manage the institutions regulatory and program-of-instruction standards. The TSD provides operational support for training exercises and do readiness evaluations.

**4-6. Commanding Generals:** The Commanding Generals (CG) of RRCs, RRGs, and DRCs are either Major or Brigadier generals and are part-time, drilling reservists. Unlike the TAGs in the National Guard, these CGs normally are not present in their respective headquarters for the majority of the month. Conversely, the TAGs are full-time state employees who normally wear their uniforms every workday of the month.

REGIONAL READINESS COMMANDS AND GROUPS

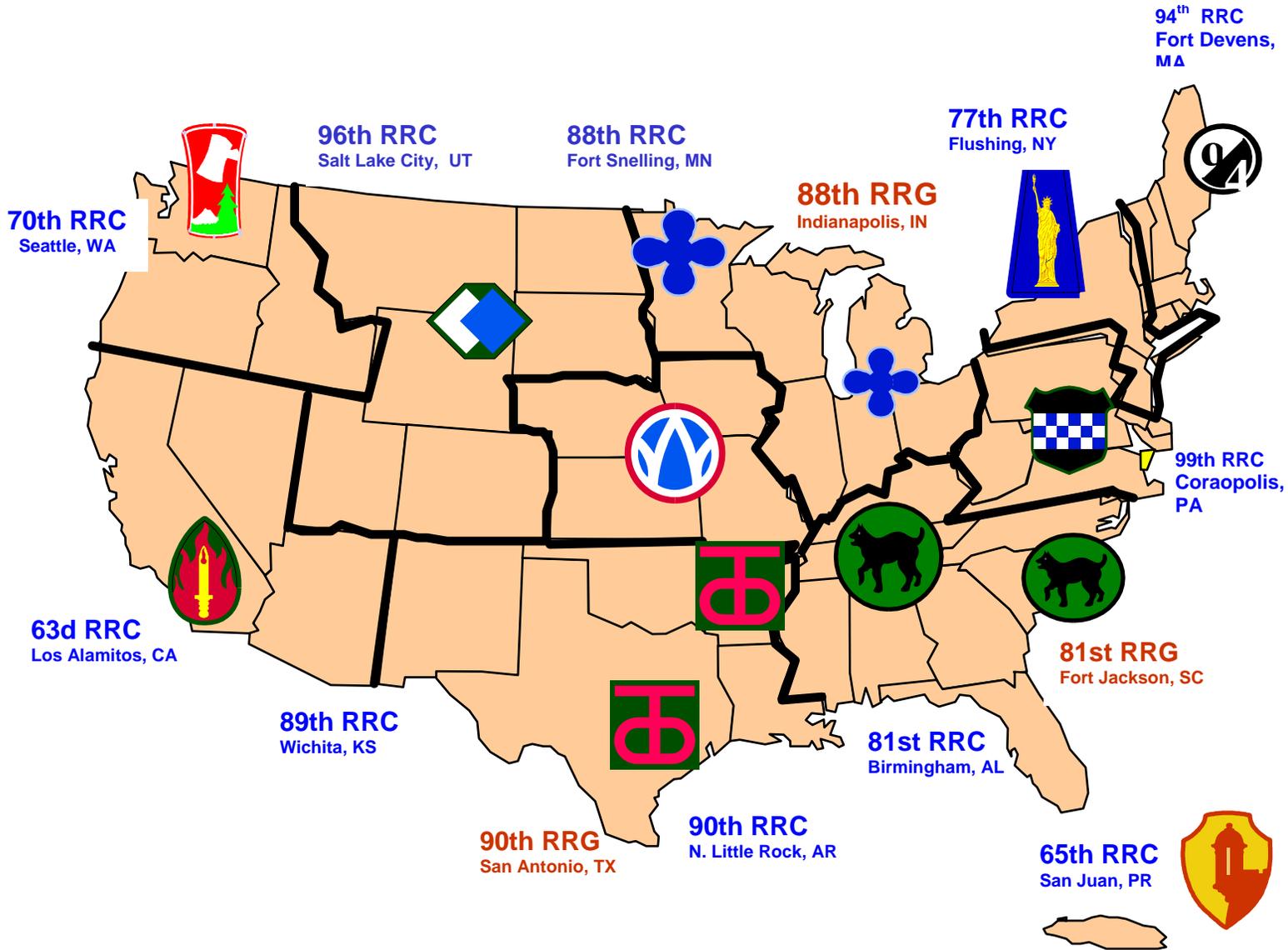


Figure 4-2

**4-7. Installations:** Recent changes in the roles and missions of the USAR resulted in USARC commanding and controlling six CONUS installations: Fort McCoy, Wisconsin; Fort Hunter-Liggett, California; Fort Dix, New Jersey; Devens, Massachusetts; Camp Parks, California; and C.E. Kelly Support Facility, Pennsylvania.

**4-8. Other USAR Units:** The remaining USAR units, less than 10 percent of the total, come under C2 of the MACOMs other than FORSCOM. These TPU's report to USACAPOC, a Major Subordinate Command (MSC) of the USASOC at Fort Bragg,

North Carolina, the 9th Regional Readiness Command at Fort Derussy, Hawaii, and MSC of U.S. Army Pacific, and the 7th Army Reserve Command (ARCOM) in Heidelberg, Germany, an MSC of US Army Europe (USAREUR).

**4-9. US Army Personnel Command:** The US Army Personnel Command (AR-PERSCOM), a command directly subordinate to OCAR, is a multi-faceted agency whose primary responsibility is personnel management of USAR personnel. It is located in St. Louis, Missouri. The Full-Time Support Management Directorate (FTSMD) is collocated with AR-PERSCOM in St. Louis and is responsible for the management of the USAR Active Guard Reserve (AGR) Program.

## CHAPTER 5

### Active Component Support to the RC

*"The active Army cannot move today without the Guard and Reserve. The Army is truly integrated. I cannot tell the difference between active-duty, Guard, and Reserve soldiers when I meet with them all over the world."*

*Secretary Thomas White*

#### **5-1. Forces Command (FORSCOM):**

a. Within the Continental United States (CONUS), FORSCOM has the responsibility for providing support and assistance to the training and operations of the USAR and ARNG. FORSCOM also exercises overall C2 for all CONUS-based, USAR units during peacetime same for Special Operations Forces RC. United States Army Reserve Command (USARC) is FORSCOM's major subordinate command responsible for peacetime C2 of TPUs. During periods of mobilization, FORSCOM initially commands all federalized ARNG units as well.

b. C2 of RC units are generally handed off to the warfighting theater Combatant Commanders once the mobilization process is complete and units depart their POEs. Other mobilized RC units remain State-side and provide sustaining base support to deploying RC and AC units. They provide key medical support requirements, run garrisons and installations vacated by deploying AC units, and operate the majority of the POEs. They remain under C2 of the designated power-projection platforms.

#### **5-2. Continental U.S. Armies (CONUSA):**

a. FORSCOM executes its mission to support and assist the RC through the CONUSAs. They have four primary missions:

(1) Ensure all RC forces in the Army Area are trained and ready to support wartime requirements.

(2) Provide oversight of RC for training, operations, mobilization and deployment (TOM-D) as well as demobilization.

(3) Mobilize, deploy, and demobilize forces in support of national security requirements.

(4) Command, control, and coordinate forces in support of civil authorities and provide defense of the Army Area.

b. The CONUSAs have responsibility for the mobilization of RC units within their areas of responsibility. In this role their specific mission is to execute Army mobilization and provide for the security of DoD lines of communications, defense of designated assets, de-confliction of the mobilization process, movement control, and support to essential government services in order to ensure the ability of the nation to mobilize, deploy, and sustain its military forces and achieve national security objectives.

c. The two CONUSAs, First and Fifth Armies, are headquartered at Fort Gillem, Georgia, and Fort Sam Houston, Texas, respectively. They are commanded by AC Lieutenant Generals. Among their various readiness-related duties, CONUSAs assess the readiness of the RC by conducting periodic inspections.

**5-3. Senior Army Advisors:** These AC officers are assigned to STARCs / TERARCs in the ARNG and serve on the personal staff of the RC Commanding General. They are rated by the RC Commanding General and senior rated by the Commanding General, CINUSA. Those serving in the ARNG are referred to as Senior Army Advisor to the Guard (SRAAG).

**Active Component Support to the RC**

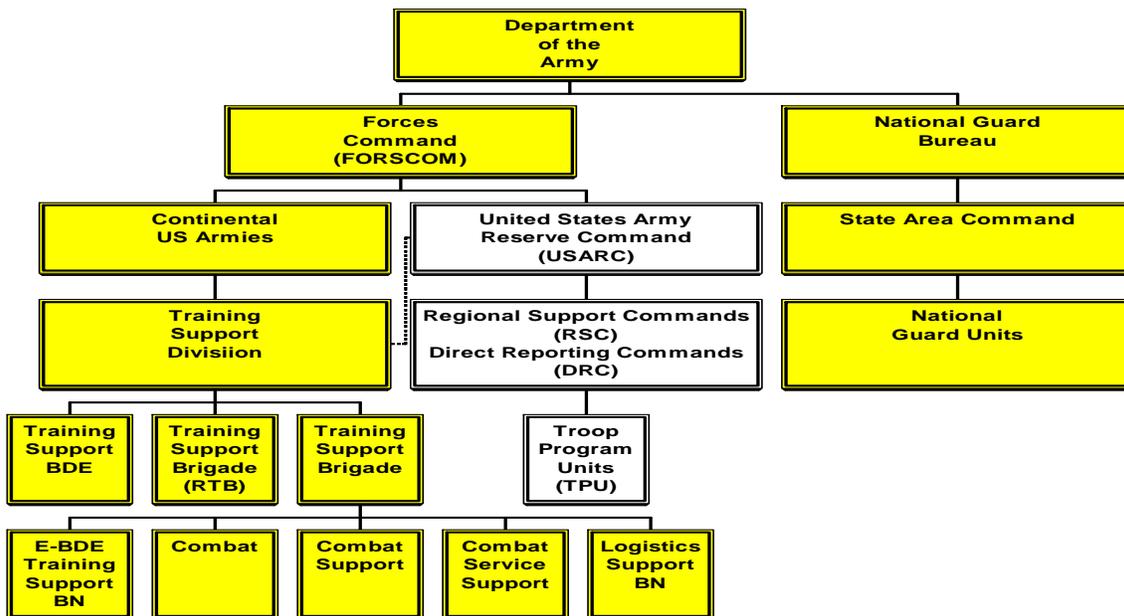


Figure 5-1

## CHAPTER 6

### **Individual Training Status: Pay and Retirement Points Overview**

Two categories of RC training status, Inactive Duty Training (IDT) and Active Duty, are important to the RC soldier's primary means of compensation: pay and retirement benefits. Both of these types of compensation are calculated on the amount of time and type of training status the soldier is in when training with the unit. Pay is based on the active-duty pay scale for the member's grade and length of service. Retirement points are also calculated according to the accumulated amount of the soldier's training.

**6-1. Inactive Duty Training (IDT):** Members of the Selected Reserve typically receive one day's basic pay (plus any entitled special pay) for each Unit Training Assembly (UTA) or Inactive Duty Training (IDT) period attended. IDT pertains to an individual's training status, pay status, and types of unit training. Characteristics and types of IDT are as follows:

- (a) Normally performed on a monthly basis (16 hours).
- (b) Normally one weekend per month in an IDT status.
- (c) Unit membership and attendance is authorization to receive IDT pay. No need for duty orders.

**6-2. Unit Training Assemble (UTA):** An authorized and schedule IDT of at least 4 hours. A soldier may perform no more than 2 UTAs within 24-hour period. UTA is equal to one day's active base pay with no allowances or one retirement point, or both. Each unit member is authorized 48 UTAs in a year.

**6-3. Multiple-Unit Training Assemblies (MUTA):** The IDT period has more than one UTA. A MUTA-4 is a typical IDT weekend that consists of a full Saturday and Sunday. There can be MUTA-2s, MUTA-3s, and MUTA-5s.

**6-4. Split-Unit Training Assembly (SUTA):** SUTAs are used primarily in the ARNG. Elements of the same unit perform IDT at separate times, locations or both.

**6-5. Additional Training Assembly (ATA):** Funds used to support additional unit training requirements. ATAs are closely controlled due to fiscal constraints. One ATA equals four hours of duty, one day of active duty pay, and one retirement point.

**6-6. Readiness Management Assembly (RMA):** Funds used to augment full-time staff. RMAs can be used for administrative or maintenance requirements. RMAs are closely controlled due to fiscal constraints. One RMA equals four hours of duty, one day of active duty pay, and one retirement point.

**6-7. Inactive Duty Training and Retirement Points (IDT):** Soldiers are members of a reserve or guard unit and paid like / from IDT periods. The IDT period must be at least

four hours in duration. Pay for this duty is base upon grade and years of service. This pay equates to 1/30th of the active component's monthly base pay. Allowances (quarters, subsistence, etc.) are not paid. Members receive one retirement point for each four hours of duty performed. A maximum of 90 IDT points are allowed per year for retirement.

**6-8. Types of Active Duty:** During periods of active-duty training (such as Annual Training), members of the Selected Reserve receive basic pay plus all allowances, like those for subsistence (BAS) and quarters (BAQ).

**6-9. Active Duty (AD):** Primarily used for collective-unit training. AD is also used for special projects, authorized military schools, and unit-support requirements. One active duty day equals one day's pay with allowances. It also equates to one retirement point. This duty is performed in Title 10 status, so the soldier is subject to the UCMJ.

**6-10. Annual Training (AT):** Annual training is two weeks of active duty days where RC units performed collective training as a unit. Some units, normally headquarters elements, are authorized to perform fragmented ATs spread out over the calendar year. Annual training may be used for authorized military schooling.

**6-11. Initial Active Duty Training (IADT):** Initial training for RC personnel consists of basic training and advance individual training or officer basic course (OBC). This training is performed with full allowances and can be performed as split training (BCT and AIT).

**6-12. Active Duty for Training (ADT):** ADT is used for RC members enrolled in a military service school or DoD-approved school. It is used for MOS qualification or special-skills training. These funds are available for officers and enlisted personnel. The ARNG soldier performs in Title 32 status.

**6-13. Active Duty Special Work (ADSW):** This type of duty is used for special work projects for the ARNG or USAR. It cannot be used to fill full-time support personnel shortages.

**6-14. Active Duty Pay and Retirement Points:** Ninety (90) retirement points (AD + IDT) = one (1) qualifying year or 'Good Year' for retirement. RC personnel can retire upon completion of 20 qualifying years but do not receive retirement pay until age 60. Eligible RC members must request retirement pay when they reach age 60.

## CHAPTER 7

### **Full-Time Support Program**

**7-1. Full-Time Support Program Overview:** The Full-Time Support Program (FTS) provides full-time military representation to RC units. These qualified personnel are considered by senior RC leadership to be absolutely essential to the effective administration and management of day-to-day unit requirements and vital to Selected Reserve unit readiness and warfighting capability. FTS personnel are now assigned at virtually all levels of command within the USAR and ARNG. The four categories of FTS personnel are: Active Guard Reserve, Military Technician, Active Component, and Department of the Army Civilian.

**7-2. Active Guard Reserve (AGR):** AGR personnel are National Guard or Army Reserve personnel on active duty. AGRs provide direct support to prepare the RC for their wartime mission. There are two distinct types of National Guard AGR and another programs in the USAR. Regardless of the category, all of these AGR soldiers are considered active duty and are eligible to retire after 20 years of Active Federal Service (AFS). They carry active duty identification cards and receive the same pay, benefits, and entitlements as AC soldiers.

**7-3. ARNG U.S. Code - Title 32 AGR (AGR):** AGR Title 32 USC soldiers work for the Governors of their respective states. They represent a significant percentage of the FTS within their States, Territories, Common wealth, or district. Except for a few assignments, they are restricted to assignments within their states. AGR Title 32 USC positions are non-mobilization positions causing the soldier to revert to his or her previous mobilization-day soldier position in order to mobilize and deploy with his or her unit. Their records are maintained by the Human Resources Management Officer (HRMO) of the State Area Command. All AGR Title 32 USC personnel management actions are conducted at the State level.

**7-4. ARNG U.S. Code - Title 10 USC (AGR):** AGR Title 10 USC soldiers are members of the National Guard of the United States (NGUS), a Federal entity, and are managed by the National Guard Bureau. With the exception of the U.S. Property and Fiscal Officer, there are no Title 10 AGRs assigned to the States. The vast majority is assigned to NGB or to various AC staff organizations worldwide.

**7-5. USAR U.S. Code - Title 10 USC (AGR):** All USAR AGR soldiers are managed by the Full-time Support Directorate (FTSMD), AR-PERSCOM. USAR AGRs are eligible for assignment worldwide in a host of assignments at different levels of RC and AC staffs.

**7-6. Military Technicians (MILTECH):** MILTECHs are civilian employees, most of whom, must have dual status as a condition of employment. Dual status means that they must also be military members of the Selected Reserve in a mobilization position. DA policy requires that MILTECHs be used primarily to provide highly skilled technical

support to wartime deployable units and that they drill with a Reserve unit they support. The National Guard requires that MILTECHs be assigned to a military position in the unit that is compatible with a civilian technician position. They are a key component of virtually all TPUs in the USAR and units in the ARNG at levels below the brigade level.

a. MILTECHs (dual status) are required to maintain dual status as a condition of employment and to serve in three ways:

(1) To provide, in their civilian capacity, the daily management, planning, maintenance, training, and other support required by their units to attain and maintain mobilization readiness.

(2) To participate in the military training activities of their units through assignment as soldiers to related military positions in their units.

(3) To enter on active duty with their units upon mobilization.

b. USAR Military Technicians who work in support activities may belong to any unit in the Selected Reserve or in the IMA program in order to meet their condition of employment.

**7-7. Active Component (AC):** AC personnel are active-duty military members assigned or attached to RC organizations. DA policy requires that AC personnel be used primarily to advise the RC on current AC military doctrine, training, exercises, and inspections to ensure that the RC units are at the highest level of readiness. Further requirements stipulate that AC members be assigned to validated positions in the Reserve units and mobilize with those units. These soldiers are not part of the Selected Reserve and do not count toward the end-strength of the RC; however, they are counted as part of the trained end-strength of the particular unit.

**7-8. Department of The Army Civilian (DAC):** DAC personnel who are not classified as MILTECHs provide administrative support to the RC and do not have to be part of the Selected Reserve. DACs are usually found at high-level RC staff organizations.

**CHAPTER 8****Mobilization**

*"If we are ever going to war again, we are going to take the Reserves with us."*

*General Creighton Abrams  
Commander of Forces in Vietnam*

**8-1. Mobilization Authority:** The authority to order mobilization resides with the President and / or Congress. The Secretary of Defense (SECDEF), with the advice and recommendation of the Service Secretaries and the Joint Chiefs of Staff (JCS), recommends to the President and the Congress the levels of mobilization required to support a given contingency, operations plan (OPLAN), or national emergency. The SECDEF directs mobilization of the RC units and manpower through the various military departments.

**8-2. Level of Mobilization:**

a. A key aspect of the mobilization level concept is Graduated Mobilization Response (GMR) actions. GMR is a flexible decision-making process. It triggers five levels of response options that can be adjusted to the degree of severity and ambiguity of warning indicators or an event. These options allow the government to take small or large, often reversible, steps to increase our national security emergency preparedness posture. When planning, commanders and staff officers should understand that a lower level of mobilization does not necessarily precede a higher level of mobilization.

b. There are five levels of mobilization. Generally, the magnitude of the emergency governs the call or level of mobilization. As authorized by law or congressional resolution, and when directed by the President, the Department of Defense mobilizes all or part of the Armed Forces within the parameters of those levels. The levels are as follows:

(1) **Selective Mobilization (10 USC, Section 331/332/333):** For a domestic emergency, the Congress or the President may order expansion of the active Armed Forces by mobilization of RC units and / or individual reservists to deal with a situation where the Armed Forces may be required to protect life, Federal property, and functions or to prevent disruption of Federal activities. A selective mobilization would not be associated with a requirement for contingency plans involving external threats to the national security. Selective Mobilizations are:

- (a) Directed by President or Congress.
- (b) For peacetime domestic emergency.
- (c) Not associated with external threats.
- (d) For selected units.

**(2) Presidential Selected Reserve Call-up (PSRC) (10 USC, Section 12304):**

Under the PSRC, the President has the power to activate up to 200,000 Selected Reserve members involuntarily for 270 days without declaring a national emergency. He may use the authority when he determines it necessary to augment the active forces for any operational mission. This authority is not meant to circumvent existing controls on active-duty end strengths through successive call-ups of reservists. Presidential Selected Reserve Call-Up is:

- (a) Directed by Presidential Executive Order.
- (b) For up to 200,000 troops for up to 270 days.
- (c) To meet any operational mission requirements.
- (d) Done without a prior declaration of war or national emergency.

**(3) Partial Mobilization (10 USC, Section 12302):** For a contingency operation or war plan or upon declaration of a national emergency, the Congress or the President may order augmentation of the active Armed Forces (short of full mobilization) by mobilization of up to one million members of the Ready Reserve (units and individuals) for up to 24 months. Actually, only the one-million-members ceiling limits the President. Congress may establish any limit desired in a Congressionally declared partial mobilization and may exceed the 24-month limitation imposed on the President. Partial Mobilization:

- (a) Requires Presidential or Congressional proclamation of national emergency.
- (b) Requires an Executive Order or Congressional Declaration.
- (c) May call up to 1,000,000 troops of the Ready Reserve for up to 24 consecutive months of active duty.
- (d) May include the involuntary mobilization of IRR.

**(4) Full Mobilization (10 USC, Section 12304(a)):** Full mobilization requires passage by the Congress of a public law or joint resolution declaring war or a national emergency. It involves the mobilization of all RC units in the existing approved force structure, all individual reservists, and the material resources needed for this expanded force structure. Full mobilization:

- (a) Requires Public Law or Joint Resolution of Congress.
- (b) Requires declared a war or national emergency.
- (c) Involves all remaining RC units, IMAs, and IRR.

**(5) Total Mobilization (10 USC, Section 12301 (a)):** Total mobilization involves expansion of the active Armed Forces by organizing and / or activating additional units beyond the existing approved force structure to respond to requirements of the emergency and the mobilization of all natural resources needed, to include production facilities to sustain such forces. Congressional authorization is required for these actions. Total mobilization includes:

- (a) Public law or a Joint Resolution of Congress.
- (b) Expansion of active armed forces.
- (c) Expansion of the industrial base.
- (d) Generation of new units as required.

**8-3. Mobilization Process:** RC unit commanders must continually plan for mobilization and be ready to marshal their unit efficiently and then move them expeditiously to assigned power-projection platforms. Accordingly, they must prepare their post-mobilization training plans in order to enhance power projection platform training. Moreover, unit mobilization plans / files must be organized to expedite the myriad of personnel and unit administrative requirements throughout the mobilization process. The mobilization process is divided into five phases:

(a) **Phase I - Planning:** This phase includes the normal day-to-day endeavors of each unit at its home station during peacetime. During this phase, units plan, train, and prepare to accomplish assigned mobilization missions, to include:

- (1) Preparing mobilization plans and files.
- (2) Attending mobilization planning conferences.
- (3) Providing required planning data to the power projection platform.
- (4) Conducting mobilization training and developing post-mobilization training plans.
- (5) Preparing movement plans.
- (6) Completing as much administrative processing as possible.

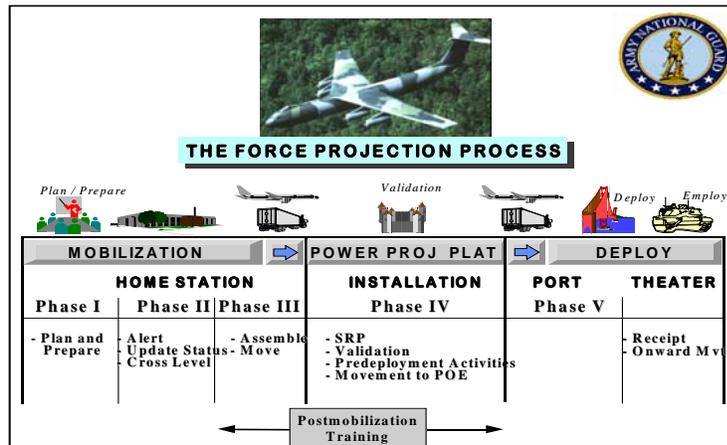
(b) **Phase II - Alert:** This phase includes all actions taken by a unit following receipt of the official alert. The unit takes specific actions, in accordance with their MOB plans, to prepare for transition from RC to AC status. Actions such as personnel screening and cross leveling are executed during this phase. This phase ends with the effective date of mobilization of the unit at HS.

(c) **Phase III - Home Station (HS):** This phase begins on the effective date of the unit mobilization. The unit becomes AC upon the E-date and the start of this phase. It comes under C2 of the unit's supporting CONUSA. Actions taken include:

- (1) Inventory and loading of unit property.
- (2) Dispatch of the advance party to the PSP (Power Support Platform).
- (3) Dispatch of organic equipment and vehicles to PSP.
- (4) Movement of main body.
- (5) Movement by commercial transportation of personnel and equipment in excess of organic capability.

(d) **Phase IV - Power-Projection Platform:** This phase begins with the unit's

arrival at the power-projection platform (PPP). The PPP commander assumes overall



command of the unit. This phase includes all actions necessary in order for the unit to meet deployment criteria stipulated by the theater war-fighting CINC. Actions include:

Figure 8-1 Mobilization Process

- (1) Processing of personnel and equipment.
- (2) Accession of the unit into the active structure.
- (3) Conducting required individual or collective METL training.
- (4) Completing soldier readiness processing (SRP)/Preparation for Overseas movement (POM).

- (5) Unit validation for deployment.

(e) **Phase V - Port of Embarkation (POE):** This phase completes the CONUS-based mobilization process. It includes all activities at the Seaport of Embarkation (SPOE) and / or Airport of Embarkation (APOE). These activities include the loading of equipment and the manifesting and loading of personnel.

**8-4. Demobilization Process:** Demobilization planning runs concurrently with mobilization planning. It ends with the decision to release RC units and individuals from active duty. Commanders must ensure that their soldiers receive the following documentation / briefings before completion of the demobilization process and return to home station. All are required to:

- a. Receive medical / dental care and appropriate records.
- b. Update their finance/personnel records.
- c. Receiving required legal and entitlement briefings.
- d. Assess Line of Duty (LOD) determination, if required.
- e. Complete DD Form 214.

## CHAPTER 9

### **Incapacitation pay**

**9-1. Incapacitation Pay: (INCAP):** An RC-unique program designed to provide financial relief to members who are physically injured, become ill, or contract a disease during any officially determined duty (IDT or AD) or in a duty-related travel status as defined by AR 135-381, paragraph 1-5 or 1-6, resulting in an inability to perform normal military duties or a demonstrated loss of military income. Prerequisites of entitlement to incapacitation pay are inability to perform normal military duties or satisfactory demonstration of loss of nonmilitary earned income. In the latter case, the soldier bears the burden to prove loss. Incap Pay is approved by the soldier's RRC for the first 180 days. Requests beyond the first 180 days require HQDA approval.

#### **9-2. Three Laws of INCAP Pay:**

a. Three basic laws or standards must be met in order for soldiers to be eligible for INCAP pay.

(1) The injury or physical malady must result in loss of income to the soldier.

(2) The injury or physical malady must preclude the soldier from performing his / her civilian or military duties.

(3) A Line of Duty Investigation (LODI) must have been conducted and resulted in an "LOD - YES" determination by the Casualty Area Command.

b. Other requirements and issues surrounding INCAP pay are:

(1) Governing regulation is AR 135-381, Incapacitation of Reserve Component Soldiers.

(2) Maximum amount payable for any given period is an amount equivalent to military pay and allowances for the period.

(3) Claims must be submitted and processed on a monthly basis, and are managed through command G-1 channels.

(4) Commanders, Regional Readiness Commands have authority to approve up to 180 days of incapacitation pay. For claims over 180 days, the approval authority is OCAR / HQDA G-1.

(5) Formal LODIs may be required for conditions such as heart attacks, stroke, generative diseases, or previously existing conditions.

**CHAPTER 10****Medical and Dental Benefits and Unit Requirements**

**10-1. Medical Benefits for RC Members:** Medical and dental care for selected reservist members of the selected reserve assigned to units scheduled for deployment within 75 days after mobilization will, at no cost to the member, receive an annual medical and dental screening and dental care required to ensure that the member meets the dental standards required for deployment. In addition, members who are over 40 years of age will receive a full physical examination at least every two years.

**10-2. Dental Insurance Program:** Selected Reservists will be offered voluntary enrollment in this program, which shares the premium between the member and DoD. Benefits provide basic dental care and treatment, including diagnostic services, preventative services, basic restorative services, and emergency oral examinations.

**10-3. Medical Benefits for Military Families:** Family members of RC soldiers ordered to active duty for more than 30 days are entitled to medical care on a space-available basis at a Military Medical Treatment Facility (MTF). This availability is often very limited; therefore, a desirable option is TRICARE.

**10-4. Medical Requirements for RC Units and Members:** "Federal Strategic Health Alliance (FEDS HEAL):

- a. Available for Troop Program Unit soldiers (not AGR) to receive periodic physical examinations, dental examinations, dental restoration for those authorized to receive it, immunizations, HIV testing, and other miscellaneous services.
- b. Support is requested through the unit by completion and submission of a voucher through the Automated Voucher System (AVS).
- c. Centrally funded; no billing to the unit or the soldier.
- d. Soldier must have prior approval of service, which is accomplished through the AVS.

## CHAPTER 11

### **Retirement, Transition Initiatives, and Separation**

**11-1. Retirement:** Retirement benefits are a major source of compensation for RC participation. RC members must document service performed in order to be eligible for retirement, and they must request retirement benefits once they have accumulated sufficient qualifying years.

#### **11-2. Eligibility:**

a. To be eligible, for retired pay, an individual need not have a military status at the time of application, but must have attained age 60; completed a minimum of 20 years of qualifying service (Good Years); and served the last 6 years of his or her qualifying service as a Reserve component soldier. For the period prior to 5 October 1994 through 31 December 2001, eligibility requirement for qualifying years as a member of a Reserve component was 8 years. For the period 5 October 1994 through 31 December 2001, the period was reduced to 6 years. Effective 1 October 2002 the requirement that the last 8 qualifying years was again been reduced to 6 qualifying years as a member of a reserve component. However, no benefit will accrue to any person before the 1 October 2002 effective date as a result of this amendment. There is no "grandfather" provision to cover soldiers between 1 January 2002 and 30 September 2002 who may have had 20 qualifying years but the last eight years were not as a member of a reserve component. A qualifying year is one in which a Reservist accumulates 50 or more retirements points. Points are awarded based on one point for each four-hour unit training assembly (UTA) or Inactive Duty Training (IDT) period, each day of active duty, or each three credits of military correspondence studies completed. Fifteen points are awarded annually for membership in the Reserve program. Not more than 60 points for inactive-duty training membership may be credited for retirement purposes during any one-year.

b. For most Reservists, retired pay is computed by totaling all retirement points accumulated and dividing by 360. The quotient is then multiplied by two-and-a-half percent and the resulting percentage applied to the active duty basic pay rate for the grade and number of years of service, using the pay schedule in effect at the time the Reservist commences to draw retired pay (typically at age 60).

#### **11-3. Retirement Pay:**

a. As previously mentioned, retirement pay benefits cannot be received until age 60 even though successful service completion may have concluded years before. Entitlement rules have changed for these soldiers, referred to as gray area retirees, to allow some non-pay benefits before they reach age 60. ARNG members eligible for retirement benefits receive the same entitlements as USAR retirees. However, some states provide additional benefits for their retirees. Each state has different provisions.

b. Upon receipt of retired pay, Reservists and their eligible family members receive the same healthcare benefits as AC retirees. Reserve retirees are also eligible to use facilities such as military commissaries, post exchanges, clothing sales stores, theaters, recreation facilities, clubs, guesthouse accommodations, and more. Worldwide space-available air travel on military aircraft is also authorized for retired Reservists and their spouses.

**11-4. Retirement Points Accounting System (RPAS):** RPAS is the management system which monitors and accounts for the RC member's point totals. The system's database is continually updated and an annual statement is provided to members at the end of their retirement year.

**11-5. Transition Initiatives:** Beginning in 1990, transition programs have been implemented to assist members of the active forces in the downsizing of the military.

**11-6. Reserve Transition Assistance Program (RTAP):**

a. RTAP fulfills a need to ensure that members of the Selected Reserve, including the Army National Guard, are treated with fairness and with attention to the adverse personal consequences of Selected Reserve unit inactivation. This program was designed to help Guard members and Reservists whose billets or units were inactivated. It also helps those who are transferred from the Selected Reserve (without retired pay, which does not begin until they reach age 60) as a result of programs designed to balance and shape the military force of the future.

b. In general, program assistance is available to members involuntarily separated from the Selected Reserve during the period from October 1, 1991, through September 30, 1999. Certain benefits such as separation pay, special separation pay, or early qualification for retired pay at age 60 is available to certain separated members.

**11-7. Separation:** Individuals separate from the RC for numerous reasons. Other than retirement, some of these reasons are:

- a. Job conflict.
- b. Retention board (non-selection).
- c. Medical retirement.
- d. Unit relocation or re-designation.
- e. Promotion above grade authorized in unit.
- f. Unsatisfactory Participation (UP).

**11-8. Unsatisfactory Participation (UP):**

a. If an RC member fails to attend nine or more UTAs in a 12-month period without a valid excuse, that member may be declared an unsatisfactory participant and

processed for involuntary reassignment to the IRR or discharged. Soldiers processed as non-participants are reassigned to the IRR.

b. Personal Turbulence: Attrition usually accounts for over 30 percent turnover per year in the USAR and 25 percent in the National Guard. The significance of this problem to the RC unit can be extreme. A training year is normally only 38-39 days for the RC (24 IDT days and 14-15 AT days). Personnel shortages and high turnover rates reduce unit readiness, and the retraining of new soldiers takes time from precious days of training. When an RC member leaves a unit due to a civilian job transfer, that member may affiliate with another unit in his new locale. However, if the member's MOS is not compatible with a vacancy in the new unit, cross training must take place. This cross-training creates additional training expenses and degrades other unit training while individual retraining is conducted. There are no guarantees an RC member will remain in any locale for a specified period of time.

**CHAPTER 12**

**Promotions**

**12-1. Enlisted Promotion Program:** There are four different sets of criteria for the promotion of enlisted soldiers in the RC. One set is for the IRR, the second is for USAR soldiers in units, the third is for those in the AGR program, and the fourth is for ARNG soldiers.

**12-2. Individual Ready Reserve:** Eligibility for promotion in the IRR is based on the following criteria. The individual must:

- a. Be a satisfactory IRR participant.
- b. Be assigned to the IRR for a minimum of one year.
- c. Be in an active status and have earned at least 27 points in the current retirement year.
- d. Be MOS qualified.
- e. Be physically fit.
- f. Have completed appropriate time-in-grade (TIG) requirements for promotion to the next grade.

**12-3. USAR Units:** Promotion in USAR units is based on individual qualifications and on unit cumulative vacancies. Cumulative vacancies are computed by subtracting the assigned strength, by pay grade, from the required strength. Starting with pay grade E8, add or subtract the cumulative vacancies in the next higher grade to the total in each column.

a. For example:

	E9	E8	E7	E6	E5	E4	Total
Required	1	2	15	24	90	170 =	302
Assigned	1	1	10	20	77	188 =	297
Vacancies	0	1	5	4	13	-18	
			0	1	6	10	23
Cumulative	0	1	6	10	23	5 =	45

b. This calculation means that the commander may promote 23 E4s to E5 and 10 E5s to E6. Eligibility for promotion is based on the following criteria. A soldier must:

- (1) Be a member of the Ready Reserve.
- (2) Be recommended by the commander.
- (3) Be assigned to an existing duty position of a higher grade (E3 to E4 only).

(4) Have the required TIG and time - in- service (TIS) for the next grade.

c. Promotion in USAR units is based on individual qualifications, promotion eligibility, and vacancy availability. All soldiers considered for promotion to SGT - SGM must meet promotion eligibility criteria as of the date the board convenes.

d. Mobilized Soldiers: Enlisted promotions and advancements are managed by the Reserve Command from which they were mobilized. The promotion authority remains the same as it was prior to mobilization.

e. Promotion to the ranks of SFC - SGM:

Semi-centralized promotion boards held at the RRCs / USASOC / 7th ARCOM / 9th RRC to consider soldiers who submit packets for consideration. Soldiers are considered for all positions for which they qualify. The promotion board selects the best qualified for the announced vacancies. Soldiers are promoted against the vacancy as selected by the promotion board.

Promotion selections requiring transfer:

(1) Non-mobilized soldiers will be transferred to the positions unless soldier declines promotion or Chap 6 applies.

(2) Mobilized soldier's position will be reserved for that soldier until the soldier is released from active duty at which time the soldier will be transferred into the position.

f. Promotion to the ranks of SGT and SSG:

Records custodian assembles and reviews soldier's packet with the soldier. Soldier's commander recommends and approves waivers on DA Form 3355-1-R. Commander must counsel soldiers not recommends for promotion. Packets are forwarded to the soldier's Reserve Component promotion authority. Promotion board reviews packets, indicates recommendation and awards boards points. Soldiers placed on the regional Permanent Promotion Recommended List (PPRL) in descending point sequence, by MOS. As positions become available, soldiers are promoted in sequential order from the PPRL. Mobilized soldiers are promoted in sequential order along with non mobilized soldiers.

If reassignment action is required by the promotion:

(1) Non mobilize soldiers: transfer immediately.

(2) Mobilized soldiers: the position remains reserved until the soldier is released from active duty at which time transfer action will be completed.

- g. Soldiers in the ranks of PV1-SPC:

Soldiers are advanced by their Reserve Component Commander as they meet time in service and time in grade requirements for the rank advancement.

**12-4. AGR Personnel:** Promotion criteria in the AGR vary with the grade being considered. A vacancy must exist at the next higher rank in order for AGR personnel to be promoted. In addition, the soldier must:

- a. Be MOS qualified in the MOS in which recommended.
- b. Be physically fit and meet standards of AR 600-9.
- c. Meet the announced TIG and TIS requirement.
- d. Meet the minimum civilian education requirements.
- e. Have completed the minimum amount of AGR status time by the zone cutoff date.
- f. Have the appropriate security clearance for the position to be filled.

**12-5. ARNG Personnel:** Promotion within the ARNG is based on individual qualifications and unit vacancies. In general, the soldier must:

- a. Be in the active ARNG.
- b. Be assigned to a federally recognized unit position.
- c. Be recommended by the unit commander.
- d. Be serving in the pay grade below the one for which he or she is being considered.
- e. Be MOS qualified.
- f. Meet standards of AR 600-9.
- g. Meet TIS, TIG, and military educational requirements for the next grade.

**12-6. Warrant Officers Promotions:** Warrant officers (WO) are promoted much like commissioned officers. The Reserve Officer Personnel Management Act (ROPMA) of 1994 and further revised in 1996 governs all officer promotions. Selection for WO promotion for USAR is by a centralized WO promotion board convened by HQDA. To be eligible for selection, a WO must be on active status and meet necessary TIG and TIS requirements. To be promoted, a unit vacancy must exist and the WO must:

- a. Be in an active status.
- b. Be medically fit.
- c. Meet standards of AR 600-9.
- d. Have completed appropriate TIS and TIG requirements.
- e. Meet minimum military and civilian education requirements.

**12-7. Commissioned Officer Promotions:** Promotions of RC officers are governed by law. Most of the provisions of ROPMA have an effective date (E-date) of 1 October, 1996. ROPMA was designed to align more closely the reserve promotion system with the program used by the AC and to standardize the promotion systems of the USAR and ARNG. The law requires that each RC officer be considered for promotion when he has served the required number of years of service and years in grade to be eligible for promotion. This promotion consideration applies to an officer whether he is assigned to a TPU or ARNG unit, in the IMA, or in the IRR. RC officers assigned to units have the additional opportunity to be considered for promotion to fill unit vacancies when they have enough time in grade without regard to total years of service. To be eligible for selection for promotion, an RC Officer not on active duty must:

- a. Be on the Reserve Active Status List (RASL).
- b. Be participating satisfactorily in Reserve training.
- c. Meet the prescribed military and civilian educational requirements.
- d. Meet the standards of AR 600-9.
- e. Have served the required number of years of service and years in grade.
- f. Have the appropriate security clearance.

## CHAPTER 13

### Personnel Acquisition

*The Army must continue to attract and retain America's best young men and women. The importance of these quality people was clearly demonstrated in operations in Panama, Southwest Asia, Somalia, Rwanda, Haiti, and elsewhere where our soldiers and their leaders performed superbly under extremely adverse conditions.*

*United States Army Posture Statement FY97*

#### **13-1. Enlisted Personnel:**

a. There are three methods by which an enlisted soldier is accessed into the RC. That soldier either enlists directly into a reserve unit from civilian life transfers from active duty, or through inter-service transfer.

b. Enlistment of soldiers directly from civilian life is a straightforward process: The individual enlists for an eight-year obligation in the USAR, and is contractually obligated to serve some porting in a TPU or ARNG unit (normally 6 years). The individual is also programmed to attend initial entry training (IET). Soldiers receive IET in one of two ways: either all at one time or in two increments over any time up to two years. Soldiers cannot, however, split Basic Combat Training (BCT) or Advanced Individual Training (AIT) into smaller increments. Each must occur as one continuous course of instruction. Upon receiving an MOS, the soldier then progresses through the enlisted system and, for education purposes, enters the Enlisted Professional Development Education System (EPDES). All attempts are made by the command to have the soldier remain with his initial unit of assignment. However, a soldier may become a non-participant for a variety of circumstances, e.g., moving to another location but still wishing to participate or a significant change in the person's civilian job situation. Many soldiers chose to participate in an RC unit as a means of fulfilling service obligations rather than going into the Individual Ready Reserve.

**13-2. Transfer from the AC to RC:** Soldiers who transfer into the reserves from the AC enter at the last AC rank held and are credited with schooling completed during their AC tenure. For example, an E4 who departs the AC and enters the RC and who has completed the Primary Leadership Development Course (PLDC) retains the rank of E4, does not have to re-attend PLDC, and is eligible for Basic NCO Course (BNCOC) at the appropriate time.

**13-3. Transfer from RC to AC:** The same is not true, however, for an enlisted reservists or Guardsmen moving on to active duty. They do not always retain their rank.

RC soldiers entering the AC to fill positions not within the scope of their MOS must attend appropriate military schooling (RC or AC) in order to earn the appropriate MOS.

**13-4. Warrant Officer (WO):** There are three methods by which the RC obtains WOs: transfer from the AC, appointment from within the RC, and direct appointment of prior service warrant or commissioned officers subject to MOS proponent technical certification.

**13-5. Transfer from AC to RC:** This transfer is accomplished simply and without loss of time in service or skill qualification. Appointment from within the USAR is a three-step process requiring:

- a. Selection by a centralized board.
- b. Successful completion of the Warrant Officer Candidate School (WOCS).
- c. MOS qualification / proponent technical certification.

**13-6. Officers:**

- a. There are four ways an officer can enter the RC. They are:

- (1) ROTC.
- (2) Officer Candidate School (OCS).
- (3) Direct commission.
- (4) Transfer from the AC.

- b. Officers who transfer from the AC enter the RC at their AC rank and are credited with the schooling they have completed. For example, a Captain who has completed his Officer Advance Course and enters the RC is eligible at the appropriate time for Combined Arms Services Staff College (CAS3) and then Command and General Staff College (CGSC).

**13-7. Civilian-Acquired Skills Program (CASP):** This RC program allows personnel to enter the Army at elevated pay grades or abbreviated training periods based upon previous training or experience. The program is focused primarily on individuals with skills applicable to the Army Medical Department (AMEDD), Judge Advocate General (JAG), or Chaplain (CHAP) branches.

**13-8. The Simultaneous Membership Program (SMP):** SMP is designed to attract cadets into the USAR and ARNG. It involves the individual's participation in both college ROTC and an ARNG unit or USAR TPU as an active member. Pay and allowances are earned from both sources (ROTC and RC unit). Moreover, have the option of requesting active duty or guaranteed assignment in the Reserve Component by signing a Guaranteed Reserve Forces Duty (GRFD) contract. RC participants in the SMP

are non-deployable members of the Selected Reserve and remain in this status until their education is complete or they stop attending school.

## CHAPTER 14

### **Restructuring of the ARNG and USAR**

*The only probable means of preventing hostility for any length of time and from being exempted from the consequent calamities of War is to put the National Militia in such a condition that they may appear truly respectable in the Eyes of our Friends, and formidable to those who would otherwise become our enemies.*

*George Washington*

**14-1. The Off - Site Agreement:** In 1993, the Department of Defense directed a major restructuring of the Army National Guard and Army Reserve. In early 1994, the restructuring plan, known as the Off-Site Agreement, was briefed to the Congress and approved. The plan enhanced the Army's ability to execute the nation's post-Cold War National Military Strategy (NMS). The new NMS placed greater emphasis on power projection and deploying CONUS-based forces of all COMPOs; in addition, it placed increased reliance on the Army National Guard and the U.S. Army Reserve to achieve national military objectives. There were three major ingredients of the Off-Site Agreement.

**14-2. Overall Reductions:** The FY 99 RC personnel end-strength in the Selected Reserve will be reduced to 575,000, which break out to 367,000 for the ARNG and 208,000 for USAR.

**14-3. ARNG Forces Structure Changes:** The majority of RC combat arms units were placed into the Army National Guard. With few minor exceptions, this shift provided the ARNG with virtually all RC combat-arms units artillery, aviation, infantry, armor, special forces, engineer, and military police units. Simultaneously, a significant percentage of the ARNG Combat Support (CS) and Combat Service Support (CSS) units at Echelons Above Division (EAD) and Echelons Above Corps (EAC) were transferred to the USAR.

**14-4. USAR Force Structure Changes:** The USAR retained its CS and CSS units and received many of the ARNG CSS units (EAD and EAC). The ARNG units transferred to the USAR, and in most cases, were merely re-flagged. The USAR now provides the majority of RC CS and CSS units in the Force Support Package (FSP), a pool of CONUS- based CS and CSS units comprised from all COMPOs and tailored to support theater CINC requirements for executing the dual Major Regional Contingency (MRC) strategy.

**14-5. Tiered Resourcing:** The Off-Site Agreement and other RC enhancement initiatives of the 1990s placed top priority on ensuring the readiness of early deploying RC units. A graduated, or tiered, resourcing program was developed by both the ARNG and USAR in order to focus the majority of training dollars, mission-essential equipment,

and MOS-qualified personnel into early-deploying units. This group of high-priority units consists of the newly created ARNG Enhanced Brigades (EB) as well as FSP units of both the ARNG and USAR. The 15 EBs became operational in FY 99 and are capable of mobilizing and deploying in support of war-fighting Combatant Commanders within 90 days of receipt of a mobilization order. In many cases, FSP units are required to mobilize and deploy within 21 days of notification. Other early deploying units, such as CONUS Sustaining Base (CSB) units, have similar deployment requirements and are highly resourced.

## CHAPTER 15

### **Inspector General Support to RC**

**15-1. Where are the RC IGs:** As a rule, general officer commands within both RC components have Inspectors General; however, the size and make-up of the various IG organizations varies greatly. Many RC IG offices have both FTS IGs (AGR, DAC, MILTECH, and AC personnel) and Drilling Reservists / Guardsmen IGs.

**15-2. Active-Army Support:** The Department of the Army Inspector General (DAIG) is a large full-service IG organization, located in the Pentagon and Crystal City area of Northern Virginia. DAIG is accessible to any soldier in the Army. The FORSCOM IG, located at Fort McPherson, Georgia, is another large, full-service IG organization. Moreover, all MACOMs and AC MSCs have full-service IG offices. The CONUSAs, however, have very small IG sections that are focused primarily on force-readiness assessments and evaluation.

**15-3. National Guard Bureau:** The Office of the NGB Inspector General (NGB-IG) is located in the Pentagon and is comprised of the Assistance and Investigations Division (ARNG); the complaints and inquiries division (ANG); the inspections division; and the policy, program, and evaluation division. The NGB-IG has AC, AGR, MILTECH, and DAC IGs.

**15-4. State IGs:** All State and Territory Area Commands in the National Guard are authorized AC Colonels or Lieutenant Colonels as their State IGs; however, the Governor has the option whether or not to fill the position with an AC officer. Currently, 46 states and all territories have AC IGs. Presently, four states have opted to fill their IG positions with drilling guardsmen. National Guard IG offices in the states and territories are diverse in mission and composition; support provided to them by TAGs varies greatly from state to state. State IG offices are often augmented by full-time Army National Guard (AGRs), Air National Guard, state employees, or drilling Guard personnel.

**15-5. USARC:** Headquarters, United States Army Reserve Command, has a full-service IG organization comprised of AGR, and DA civilian (DAC) personnel. Additionally, Regional Readiness Commands and all Direct Reporting Commands have full-time IG representation. Moreover, all RRCs and DRCs have drilling reserve IGs assigned to their respective offices. While there is no IG office at OCAR, there is a small IG office at AR PERSCOM, which is a good Tech Channel point of contact for identifying and locating personnel records.

**CHAPTER 16****Real Property**

**16-1. Facilities and Funding:** Facilities management is often different for the ARNG and USAR. The term Armory applies to ARNG unit facilities and Reserve Center refers to a USAR TPU facility. Funding rations for construction of ARNG facilities is approximately 75 percent federal and 25 percent state dollars. The USAR is 100 percent federally funded. Leasing of facilities is common in both RC COMPOs. Funding for leases in the ARNG is normally provided by the State unless a federal directive for the lease was given and federal funds provided.

**16-2. Maintenance:** The ARNG facility maintenance funding follows different channels. Operations and Maintenance Army National Guard (OMARNG) dollars provide for routine upkeep or repairs. Other federal funds are used to build new ARNG armories. Once the State assumes control of a building, maintenance funding must come from other means. States often underwrite minor repair and general upkeep expenses by making armory space available for lease to private wedding receptions, auctions, or other functions by civilian organizations. Effective 1 Oct 03 Base Operations (BASOPS) responsibility for USAR Installations and facilities was transferred from USARC to the Installation Management Agency Army Reserve (IMAAR). IMAAR is responsible for the administration of Operations and Maintenance Army Reserve (OMAR) funds in the Sustainment, Modernization, and Restoration (SRM) of Army Reserve Installations and facilities worldwide.

**CHAPTER 17**

**Equipment**

**17-1. Procurement:** The Dedicated Procurement Program (DPP), which was Congressionally enacted, greatly enhanced the RC's Equipment-on-hand (EOH) posture. DPP distributes mission-essential equipment based upon an RC unit tier and deployment sequence. A unit's designated unit Force Activity Designator (FAD) and relative position on the DA Master Priority List (DAMPL) dictates when and what amounts of equipment it will receive. The stated goal for early and forward deployed units is 80 percent EOH (or C2 on the USR).

**17-2. Accountability:** RC units adhere to applicable Army Regulations regarding equipment accountability.

**17-3. Storage:** Many RC units have equipment stored apart from their HS due to storage area limitations. This equipment often includes mission-essential equipment such as wheeled vehicles, weapons, tentage, chemical-defense equipment, cold-weather gear, or other necessary mission essential-equipment. Problems with training, readiness, and mobilization planning result from this geographical dispersion of unit equipment.

**17-4. Maintenance:** While RC units train only an average of 16 hours per month, unit equipment requires scheduled and unscheduled maintenance throughout the month. Therefore, TDA maintenance activities and organizations were established and dispersed throughout CONUS to support RC unit maintenance requirements. These activities are staffed primarily with full time DOD civilian technicians; however, some AGR personnel are also assigned. These civilians, whether state and federal, are one of the following categories: General Schedule (GS), Wage Grade (WG), Work Leader (WL), or Work Supervisors (WS). Missions and types of several of the common maintenance activities in the RC are:

<b>MISSION</b>	<b>ARNG</b>	<b>USR</b>
Provide technical assistance and area maintenance support for ground equipment and / or watercraft.	Organizational Maintenance Shop (OMS)	Area Maintenance Support Activity (AMSA)
Provide IDT and ADT support, maintenance, and storage capabilities.	Mobilization and Training Equipment Site / Unit Equipment Site (MATES / UTES)	Equipment Concentration Site (ECS)

## CHAPTER 18

### Unit Training

*Soldiers can only be ready when they are trained for the job they are doing and doing the job they are trained for. To ensure that our Army can perform as the nation deserves and expects, we must continually ensure that they are assigned where their training, knowledge, and experience contribute to the Army's readiness.*

*General Creighton W. Abrams  
Chief of Staff, US Army, October 1973*

**18-1. Training:** The training objectives of the Army National Guard and the Army Reserve are the same as the Active Army. The Army's training objectives are to --

- a. Develop and maintain a motivated, disciplined, and physically tough force.
- b. Develop and maintain those individual and collective skills needed to deploy rapidly and successfully accomplish unit missions.
- c. Conserve training resources through increased use of training devices and simulation and by reducing training detractors, particularly at battalion and company level.
- d. Improve training efficiency and effectiveness by smarter training management and execution.
- e. The RC training objective is to attain the highest possible state of individual and collective proficiency that can be achieved in a premobilization training environment. Minimum training goals are set by FORSCOM for the RC.
- f. FMs 7-0 *Training the Force* and FM 25-101, *Battle Focused Training*, are the doctrinal sources for the training management of RC units and personnel.

**18-2. Training Environment:** The training environment of the RC is widely regarded as more challenging to unit leadership than that of the AC. Several reasons include:

- a. Time: Of all the factors affecting an RC unit's capacity to train, time is both the most crucial and the most obvious. RC units typically have 39 days per year (39 for ARNG and 38 for USAR) to not only accomplish all their individual and collective training but also the myriad of administrative and logistical requirements from their higher headquarters. As a point of reference, RC units have, in a best-case scenario, less

than one fifth the training time available to their AC brethren. The training year for the average soldier in an RC unit consists of 48 UTAs and 15 AT days (14 in the USAR) or 38 or 39 days per year.

b. **Dispersion:** The RC is a dispersed force in a wide variety of ways. The thousands of RC units, both ARNG and USAR, are located throughout all States and territories. The average distance from a company to its next higher headquarters is over 100 miles and averages over three hours of travel time to get there. The average RC battalion is dispersed over a 150-mile radius and many extend to well over 300 miles. This level of dispersion within the RC has created a unique dilemma where commanders are compelled to devote a significant share of their limited training time to transporting troops and equipment between their unit and training sites and to higher headquarters.

c. **Turbulence:** In general, RC units experience considerably more turbulence than their AC counterparts. Attrition rates in RC units sometime approach 50 percent annually for E5s and below. Relative to training time available, this equates to an AC annual turnover rates of between 187 and 243 percent per year.

d. In many cases, RC units have the time-consuming task of recruiting many of their own soldiers. New recruits are usually assigned to their RC unit before completion of Initial-Entry Training (IET). Accordingly, RC units generally have lower rates of MOS-qualified (MOSQ) personnel assigned compared to their AC counterparts. Full-time personnel average less than 10 percent of the total authorized unit strength.

### **18-3. RC Training Support Organizations:**

a. **Divisions Institutional Training DIV (IT):** DIV (IT)s provide the RC with initial entry and refresher training as well as higher-level military education and specialized training courses. They have recently replaced the former U.S. Armed Forces Schools (USARF).

b. **Training Support Divisions (TSDs):** TSDs plan, support, and conduct unit training for RC CS and CSS units. Additionally, they provide Command-Post Exercises (CPX) for headquarters units and Field-Training Exercises (FTX) for TPU and ARNG units. TSDs replaced the former Maneuver Area Commands (MAC).

c. **National Guard State Academies:** ARNG State organizations that provide instruction to NG personnel include:

- (1) State Officer Candidate School.
- (2) NCOES (ANCOC, BNCOC, and PLDC).
- (3) MOS qualification training.

d. **ARNG Formal Institutional Training Organizations:**

(1) National Guard Regional Training Institutes (RTIs) and other Special Training Entities: These schools have replaced the former National Guard State Academies. The Army School System (TASS) is a tri-component organization involving the Active Component (AC), Army National Guard (ARNG), and United States Army Reserve (USAR). The TASS concept divides the continental United States into seven geographic regions determined by factors such as geographic data, demographic profile, and the force structure of all three components. Each region contains four USAR Brigades and two ARNG regiments, which oversee instruction in the following respective areas: ARNG Leadership (NCOES and OCS); ARNG Combat Arms; USAR Professional Development; USAR Health Services; USAR Support; and USAR Combat Service Support. Within each USAR brigade and ARNG regiments are "Training Battalions", which are functionally aligned with the AC proponent schools for that particular Career Management Field and Leadership training TRADOC has overall responsibility for TASS throughout the TASS regions. The training institutes in Puerto Rico, U.S. Virgin Islands, Alaska and Hawaii are called Multi-Functional Training Regiment, because they conduct multi-functional training activities. NGB PAM 351-1, dtd 20 Dec 96 (under revision) and TRADOC Reg 350-18 are the governing documents for the Army School System (TASS).

(2) National Guard Schoolhouses: ARNG State organizations that provide formal institutional training to the NG / USAR / AC personnel include:

a. Regional Training Institute (RTI) / Multi-Functional Training Regiments.

b. ARNG Officer Candidate School.

c. NCOA (ANCOC, BNCOC and PLDC).

d. MOS Qualification Training.

e. Functional Training Requirements (training requirements that do not fall within any of the above: TAITC, TTOC, SGITC, and first sergeant course, Language School, etc).

f. Marksmanship Training Unit (MTU).

g. Regional Training Site-Maintenance (RTS-M).

h. Aviation Training School - MOS qualification / Special

Training.

e. Directorate of Reserve Component Support (DRCS): DRCSs exist at every major Army installation. This key support organization, usually headed by an AGR Lieutenant Colonel or Colonel, assists, monitors and guides RC units attending AT at that installation. The DRCS is a liaison office that coordinates service support for the unit such as billeting, dining-facility support, training areas, and installation transportation. DRCS also assists the unit with processing and out-processing. Additionally, they support RC units during periods of IDT (drill weekends).

f. RC Readiness Evaluations: RC units are normally evaluated by teams of AC personnel when they conduct AT. RC unit commanders assess the effectiveness of unit training via the Commander's Training Assessment (CTA). Following external

evaluations by AC soldiers, commanders make necessary modifications to unit training programs using these evaluations to update their CTA. Commanders will do the CTAs quarterly and / or after every significant training event, and the AC will evaluate agreed-upon tasks during training execution.

g. Unit Mission Essential Task Lists (METL) must be approved by that unit's WARTRACE higher headquarters (the AC element they are designated to become subordinate to while mobilized and deployed in their assigned wartime theater.)

h. Early-deploying RC units, such as Forward Support Package (FSP) units, are administered Operational Readiness Exercises (ORE) every two years. The ORE, administered by an ORE team from the unit's supporting CONUSA, is METL oriented and usually conducted during IDT periods (drill weekends).

i. Selected RC units rotate through the National Training Center (NTC) at Fort. Irwin, California, as well as the Joint Readiness Training Center (JRTC) Fort. Polk, Louisiana. Many RC units participate in the Overseas Deployment Training (ODT) program where they conduct OCONUS training exercises along with their AC counterparts.

j. Overseas Deployment Training (ODT): ODT allows RC units and individuals to conduct mobilization and deployment activities, tailor peacetime training to wartime mission requirements, strengthen associations with active units, and improve readiness through realistic training. Participants gain familiarity with the terrain and political environment in their assigned wartime theaters and support AC programs and missions.

**CHAPTER 19****Abbreviations and Acronyms**

AC	Active Component
AD	Active Duty
ADA	Additional Drill Assembly
ADME	Active Duty Medical Extension
ADSW	Active Duty for Special Work
ADT	Active Duty Training
AFS	Active Federal Service
AFTP	Additional Flight Training Periods
AGR	Active Guard Reserve
AIT	Advanced Individual Training
AMEDD	Army Medical Department
AMSA	Army Maintenance and Support Activity (USAR)
ANCO	Advanced Noncommissioned Officer Course
ANG	Air National Guard
APFT	Army Physical Fitness Test
APOE	Air Port of Embarkation
AR	Army Regulation
ARCOM	Army Reserve Command
ARNG	Army National Guard
ARNGRC	Army National Guard Readiness Center
ARNGUS	Army National Guard of the United States
AR-PERSCOM	Army Reserve Personnel Command
ARSTAFF	Army Staff, Department of Army
AASF	Army Aviation Support Facility (ARNG)
ASL	Authorized Stockage List
AT	Annual Training
AUS	Army of the United States
AUSA	Association of the United States Army
ATA	Additional Training Assembly
AVCRAD	Aviation Classification and Repair Depot
BAS	Basic Allowance Subsistence
BASOPS	Base Operations
BAQ	Basic Allowance Quarters
BCT	Basic Combat Training
BNCOC	Basic Noncommissioned Officer Course
C2	Command and Control
CA	Combat Arms
CAR	Chief, Army Reserve
CASP	Civilian Acquired Skills Program

CAS3	Combined Arms Staff and Service School
CG	Commanding General
CGSC	Command and General Staff College
CHAP	Chaplain
CINC	Commander - In - Chief
CJCS	Chief, Joint Chief of Staff
CNGB	Chief, National Guard Bureau
COMPO	Component
CONUS	Continental United States
CONUSA	Continental United States Army
CPX	Command Post Exercise
CS	Combat Support
CSA	Chief of Staff, Army
CSB	CONUS Sustaining Base
CSMS	Command Support Maintenance Shop (ARNG)
CSS	Combat Service Support
CTA	Common Table of Allowances
CTT	Common Task Training
DA	Department of the Army
DAC	Department of the Army Civilian
DAMPL	Department of the Army Master Priority List
DARC	District Area Command
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DIVEX	Division - Exercise
DIVIT	Division - Institutional Training
DoD	Department of Defense
DOR	Date of Rank
DPP	Dedicated Procurement Program
DRC	Direct Reporting Command
DRCS	Director of Reserve Component Support
DRMO	Defense Re-utilization and Marketing Office
DRC	Direct Reporting Command
DRU	Direct Reporting Unit
DTIG	Deputy The Inspector General
EAATS	Eastern ARNG Aviation Training Site (ARNG)
EAC	Echelon Above Corps
EAC	Echelon Above Division
EB	Enhanced Brigade
ECS	Equipment Concentration Sites
EGR	Employer's Support of the Guard and Reserve
EOH	Equipment on Hand
ERC	Equipment Readiness Code
ERF	Early Reinforcing Forces
FSP	Force Support Package
ET	Equivalent Training

FAD	Force Activity Designator
FEMA	Federal Emergency Management Agency
FOA	Field Operating Agency
FORMDEPS	FORSCOM Mobilization & Deployment Planning System
FORSCOM	Forces Command
FTM	Full-Time Manning
FTNGD	Full-Time National Guard Duty
FTS	Full-Time Support
FTSMD	Full-Time Support Management Directorate
FTTD	Full-Time Training Duty
FTS	Full-Time Support
FTUS	Full-Time Unit Support
GSU	Garrison Support Unit
GMR	Graduated Mobilization Response
GOCOM	General Officer Command
GS	General Schedule
HIV	Human Immune deficiency Virus
HQDA	Headquarters, Department of the Army
HRMO	Human Resources Management Office
HS	Home Station
IADT	Initial Active Duty Training
IDT	Inactive Duty Training
IET	Initial Entry Training
IMA	Individual Mobilization Augmentee
IMAAR	Installation Management Agency Army Reserve
INCAP	Incapacitation [Pay]
ING	Inactive National Guard
IRR	Individual Ready Reserve
JAG	Judge Advocate General
JCS	Joint Chiefs of Staff
JRTC	Joint Readiness Training Center
LOD	Line of Duty
LODI	Line of Duty Investigation
M-Day	Mobilization Day
MAC	Maneuver Area Command
MACOM	Major Army Command
MATES	Mobilization and Training Equipment Sites
MEB	Medical Evaluation Board
METL	Mission Essential Task List
MFTR	Multi-Functional Training Regiment (ARNG)
MILTECH	Military Technician
MMRB	Medical Occupational Specialty Medical Retention Board
MOB	Mobilization
MOS	Military Occupational Specialty
MOSQ	Military Occupational Specialty Qualification
MPRJ	Military Personnel Records Jacket

MRC	Major Regional Contingency
MS	Mobilization Station
MSC	Major Subordinate Command
MSO	Military Service Obligation
MTOE	Modified Table of Organization & Equipment
MTU	Marksmanship Training Unit (ARNG)
MUSARC	Major United States Army Reserve Command
MUTA	Multiple Unit Training Assembly
MWR	Morale, Welfare, and Recreational
NCOES	Noncommissioned Officer Education System
NDA	National Defense Act
NDST	Non-dual Status Technician
NG	National Guard
NGB	National Guard Bureau
NGR	National Guard Regulation
NGUS	National Guard of the United States
NLRB	National Labor Relations Board
NMS	National Military Strategy
NPS	Non-Prior Service
NTC	National Training Center
OAC	Officer Advance Course
OBC	Officer Basic Course
OCAR	Office of the Chief, Army Reserve
OCS	Officer Candidate School
ODT	Overseas Deployment Training
OMAR	Operations and Maintenance, Army Reserve
OMARNG	Operations and Maintenance, Army National Guard
OMS	Organizational Maintenance Site
OPLAN	Operation Plan
OPMS	Officer Personnel Management System
OPSEC	Operations Security
ORE	Organizational Readiness Evaluation
OSUT	One Station Unit Training
PEB	Physical Evaluation Board
PERSCOM	Personnel Command
PLDC	Primary Leadership Development Course
PLL	Prescribed Load List
POE	Port of Embarkation
POM	Preparation for Overseas Movement
PPBES	Planning, Programming, Budget & Execution System
PRIMUS	Primary Care for the Uniformed Services
PSRC	Presidential Selective Reserve Call-Up
RA	Regular Army
RASL	Reserve Active Status List
RC	Reserve Component
RMA	Readiness Management Assemblies

ROPMA	Reserve Officer Personnel Management Act
ROTC	Reserve Officer Training Corps
RPA	Reserve Personnel Army
RPAS	Retirement Points Accounting System
RRC	Regional Readiness Command
RRG	Regional Readiness Group
RST	Rescheduled Training
RTAP	Reserve Transition Assistance Program
RTB	Regional Training Brigades
RTD	Resident Training Detachment
RTI	Regional Training Institute (ARNG)
RTS-M	Regional Training Site-Maintenance (ARNG)
RTT	Resident Training Teams
RTU	Reinforcement Training Unit
SADT	Special Active Duty for Training
SCMJ	State Code of Military Justice
SDF	State Defense Forces
SECDEF	Secretary of Defense
SFR	Standard Federal Region
SI	Support Installation
SJAG	Staff Judge Advocate General
SMP	Simultaneous Membership Program
SNCOC	Senior Noncommissioned Officer Course
SOF	Special Operations Forces
SPOE	Seaport of Embarkation
SRAA	Senior Regular Army Advisor (USAR)
SRAAG	Senior Regular Army Advisor to the Guard (ARNG)
SRP	Soldier Readiness Processing
STARC	State Area Command
SUTA	Split Unit Training Assembly
TAG	The Adjutant General
TAM	Training Assessment Model
TASS	The Army School System
TERARC	Territorial Area Command
TDA	Table of Distribution and Allowances
TIG	The Inspector General; Time In Grade
TIS	Time In Service
TOE	Table of Organization and Equipment
TOM-D	Training, Operations, Mobilization and Deployment
TPU	Troop Program Unit
TRADOC	Training and Doctrine Command
TSD	Training Support Division
TTAD	Temporary Tour of Active Duty
UP	Unsatisfactory Participation
USACAPOC	US Army Civil Affairs and Psychological Ops Cmd
USAR	US Army Reserve

USARC	US Army Reserve Command
USAREC	US Army Recruiting Command
USAREUR	US Army Europe
USARFS	US Armed Forces School
USARPAC	US Army Pacific
USASOC	US Army Special Operations Command
USPFO	US Property and Fiscal Officer (ARNG)
USR	Unit Status Report
UTA	Unit Training Assembly
UTES	Unit Training Equipment Site (ARNG)
WG	Wage Grade (Civilian)
WL	Work Leader (Civilian)
WOCS	Warrant Officer Candidate School